

PERSONNEL COMMITTEE

Tuesday, 6th September, 2022

2.00 pm

Council Chamber, Sessions House, County Hall,
Maidstone





AGENDA

PERSONNEL COMMITTEE

Tuesday, 6th September, 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 meetings held on 30 March 2022 and 13 May 2022 (Pages 1 - 6)
- 4 Annual Workforce Report (Pages 7 - 32)
- 5 Employee Relations Casework Activity (Pages 33 - 38)
- 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

(During these items the meeting is likely NOT to be open to the public)

- 7 Discretionary Payments (Pages 39 - 44)
- 8 Pay Principles (Pages 45 - 58)
- 9 Pay Bargaining (Pages 59 - 60)

Benjamin Watts
General Counsel
03000 416814

Friday, 26 August 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 Wednesday, 30 March 2022.

PRESENT: Mr R W Gough (Chair), Mrs C Bell, Mrs S Chandler, Mr I S Chittenden (Substitute for Mrs T Dean, MBE), Mr P J Oakford, Mrs S Prendergast, Mr D Robey, Mr C Simkins, 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), Mrs A Taylor (Scrutiny Research Officer), Ms D Trollope (Head of Consultation and Engagement) and Mr B Watts (General Counsel)

UNRESTRICTED ITEMS

15. Membership

(Item 1)

The Personnel Committee noted that Mr Robey had joined the Committee to fill a vacancy.

16. Declarations of Interests by Members in items on the Agenda for this meeting.

(Item 3)

No Declarations of Interest were made.

17. Minutes - 25 January 2022

(Item 4)

RESOLVED that the minutes of the meeting held on 25 January 2022 were correctly recorded and that they be signed by the Chairman as a correct record.

18. Staff Survey

(Item 5)

Paul Royel introduced the survey and Diane Trollope gave a presentation to Members which is available via this link: [\(Public Pack\)2021 Staff Survey Agenda Supplement for Personnel Committee, 30/03/2022 14:00 \(kent.gov.uk\)](#)

Officers responded to questions of detail and noted comments, which included the following:

- a) The wellbeing of staff was paramount, some staff were dissatisfied with their working arrangements because they were not able to work where they wanted to, whether this was in the office or at home – opinions were polarised.

- b) Pay and benefits, KCC results reflect the national position where there were high levels of dissatisfaction about pay, this could also be linked to the timing of this survey with no TCP ratings last year.
- c) A Member asked for clarification of the methodology around the survey and it was agreed that this would be discussed outside of the meeting.
- d) Concerns were raised about support for front line staff and how best to get teams back working together as restrictions on social distancing lifted. It was essential to engage with staff in a meaningful way that worked for all, particularly with those out in the community.
- e) There was disappointment that only 1/3 of staff had responded to the survey and officers confirmed that although over 3700 responses after a number of surveys through the pandemic was encouraging, they were continually looking for ways to improve response rates.

RESOLVED that the Personnel Committee note the progress and receive the presentation.

19. 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 and 2 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

(Open minutes)

20. Senior Management Structure (Item 7)

1. Mr Gough outlined the report which proposed a Chief Executive Officer (CEO) role and management model for Kent County Council. The previous model of a Managing Director had been changed in December 2011 and since that time the council had been operating under a Head of Paid Service model. It was intended that the change to CEO management model would be cost neutral.

2. A Member asked that the Accountabilities of the Chief Executive Officer's job description be amended to include explicit reference to the need to work with Leaders of the Opposition.

3. Members agreed that it was the right time for this change to be made and the Chairman confirmed that there would be further reports to Personnel Committee and the Monitoring Officer would ensure any consequential amendments to the constitution were made.

RESOLVED that Personnel Committee

1. AGREE to recommend to the County Council the introduction of a Chief Executive Officer post and operating model.

2. APPROVE the job description for the Chief Executive Officer as set out in Appendix A subject to the inclusion of a reference to working with the Opposition Group Leaders in the accountabilities of the CEO.
3. NOTE that David Cockburn will transition into the Chief Executive Officer role with effect from 1 July 2022, having established the necessary support infrastructure to enable the requirements of the revised CEO role and model to be delivered.
4. AGREE the proposed remuneration for the Chief Executive Officer as described in paragraph 3.6 of this paper
5. NOTE that some additional changes to other posts in the top tier structure are reported in further papers to this and subsequent meetings of the Personnel Committee.
6. INSTRUCT the Monitoring Officer to advise on and propose changes to the Constitution to give effect to any changes agreed by this and any subsequent papers at this meeting and for these to be reported to the County Council.
7. INSTRUCT the Head of Paid Service to begin work on developing the implementation plan outlined in paragraph 2.11 of the report.

Dr Sullivan asked that it be noted that she abstained on recommendation 4

21. Senior Management Structure (2) *(Item 8)*

(Mrs Beer, Corporate Director of People and Communications withdrew from the meeting at the start of this item)

1. Mr Gough outlined the report which proposed further changes to the top tier structure dependent on the views of Personnel Committee on the previous item. Members discussed the proposal and asked questions which were responded to by officers. There was support for this proposal but some members had concerns about the future structure below the CEO.

2. Dr Sullivan supported the concept of a Deputy CEO, however, she raised concerns around the lack of an open process to fill the post and considered that an open recruitment process would have been appropriate.

It was confirmed that this proposal would be subject to a formal decision at County Council on 26 May 2022.

RESOLVED that Personnel Committee

1. AGREE to recommend to the County Council introduction of a Deputy Chief Executive Officer post
2. AGREE to recommend to the County Council the deletion of the post of Corporate Director People and Communications

3. AGREE the proposed remuneration for the Deputy Chief Executive Officer as described in paragraph 2.5 of this paper.

4. AGREE the appointment to this role set out in Section 3 of this report.

5. NOTE that additional required changes to other posts in the top tier structure will be reported to future meetings of the Personnel Committee as required

Dr Sullivan asked that it be noted that she abstained on recommendation 3 and voted against recommendation 4

Mr Chittenden asked that it be noted that he abstained on recommendations 3 and 4.

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Friday, 13 May 2022.

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

IN ATTENDANCE: Mrs A Beer (Corporate Director of People and Communications), and Mrs A Taylor (Scrutiny Research Officer)

IN VIRTUAL ATTENDANCE: Mr B Watts (General Counsel)

UNRESTRICTED ITEMS

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

No Declarations of Interest were made.

23. 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, 2 and 4 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

(Open minutes)

24. Senior Management Structure (Item 4)

1. Mr Gough introduced the report which outlined further changes to the top tier structure and individual roles necessitated by the reintroduction of the Chief Executive Officer (CEO) management model. Mr Gough confirmed that the changes would be cost neutral and that the changes would also be reported to County Council on 26 May 2022.
2. Following a suggestion, the Personnel Committee supported the inclusion of an additional recommendation confirming the commitment to ensure that the overall process of establishing the Chief Executive Officer management model be cost neutral.

3. In response to a question about the timescale for completion of the review it was intended that it would conclude by the end of the calendar year.

RESOLVED that Personnel Committee:

1. AGREE to recommend to the County Council the introduction of a Director of Human Resources and Organisation Development post.
2. AGREE to recommend to the County Council the deletion of the post of Head of Human Resources and Organisation Development.
3. AGREE the appointment to the Director of Human Resources and Organisation Development role set out in section 4 of this report and note the salary to be applied.
4. NOTE that further work on the formation of the Chief Executive's office, as reported to Personnel Committee on 30 March, will include a review of the marketing, communications and engagement activities currently reporting into the Corporate Director People and Communications.
5. NOTE & ENDORSE the commitment to ensure the overall process of establishing the Chief Executive Officer (CEO) management model will be cost neutral.

Dr Sullivan, who was supportive of the proposed appointment to the Director of Human Resources and Organisation Development, and Mr Campkin asked that it be noted that they abstained on recommendation 3.



Annual Workforce Profile Report

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

To: Personnel Committee

Date: 6 September 2022

Subject: Annual Workforce Profile Report

Classification: Unrestricted

Summary: This report provides full year information on the staffing levels in the various sectors of the Authority's workforce, together with comparative information from recent years. The report also provides information on the diversity and demographics of the current workforce including breakdowns of staff by each of the diversity strands. Within the report, comparators, unless otherwise stated, are from the end of the previous financial year.

Recommendation: The Personnel Committee is asked to note the latest annual workforce profile for 2021/22.

Headlines

1. The Non-Schools Workforce

- The staffing level has increased by 220 FTE over the year.
- Rolling turnover has increased over the year, to 14.0% excluding CRSS (Casual, Relief, Sessional and Supply) staff.
- Sickness has increased since March 21 to 7.39 days lost per FTE.

2. The Directorates

- The largest increase in FTE from the previous year was 10.9% in ST.
- The proportion of permanent contracts varies from 78.1% in GET to 88.6% in ASCH.

2. The Non-Schools Workforce

2.1. Introduction

This section contains information about the non-schools' workforce as at 31 March 2022 with comparative figures for the previous year shown in brackets.

Performance indicators are calculated for this sector every month, including a set of statistics that relates specifically to staff within the Leadership Group, defined as those on KR13 or above, with a minimum salary of £54,735.

2.2. Staffing levels

Staffing levels increased during the year to 7,593.5 FTE at the year end. This is 220 FTE higher than end of the last financial year. (7,373.5 FTE at 31 Mar 2021).

Appendix 1 shows the full breakdown of staffing levels over recent years, by FTE, headcount, and contract count.

2.3. Contract types

The percentage of staff on fixed-term contracts has increased slightly from the previous year at 5.1% (3.3% at 31 Mar 2021) and the proportion of CRSS* (*Casual, Relief, Sessional and Supply) contracts continued to reduce this year and now stands at 11.3% (11.6% at 31 Mar 2021).

In March 2022 there were 1,135 CRSS contracts and 28.8% on these contracts had another role within the Authority with contracted hours.

2.4. Agency staff

KCC engages agency staff for the non-schools sector, recruited primarily through Connect 2 Kent (C2K), part of Commercial Services Trading Ltd, a company wholly owned by Kent County Council.

2.4.1. Agency staff numbers

As at March 2022, there were 416 agency staff (1165 at 31 Mar 2021) employed in non-schools. This reduction was due to the 800 people contracted through C2K to staff the Covid19 testing centres no longer being required, however there are still 33 within ST. The agency staff cover a variety of different positions, but particularly Social Work and Administration roles.

2.4.2. Agency staff costs

The interim out-turn spend on agency staff in 2021-22 was £20,726,784 which equated to approximately 6.0% of the £323 million pay-bill for the year. (Figures for 2020-21 were a pay-bill of £315 million with agency staff costs accounting for 5.6% of this).

Appendix 7 shows number and spend on agency staff over recent years.

2.5. Staff by salary band

Around 37.0% of staff are in the salary band KR6 or below, with a maximum full-time salary of £22,918 (37.4% at 31 Mar 2021). 74.9% of staff are on grades KR9 or below, earning a maximum full-time salary of £34,180 (75.1% at 31 Mar 2021). The proportion of staff on grades KR14 and above has remained constant, at 2%.

In February 2015, the Government introduced a revised version of the Local Government Transparency Code.

Under this code the Authority must publish information on employees whose salary exceeds £50,000 and an organisation chart that covers employees in the top three levels of the organisation, including salary and job information for each employee. KCC publish this information on kent.gov.uk.

Appendix 4 shows the non-schools workforce by salary band.

2.6. Rolling turnover (excluding CRSS staff)

Rolling turnover showed an increase during 2021-22, reaching a rate of 14.0% in March 2022 (9% at 31 Mar 2021).

Appendix 8 shows the rolling turnover for the non-schools workforce.

2.7. Reasons for leaving.

Analysis of 'reasons' for leaving shows that the primary reason was 'Resignation' at 71.0% of leavers followed by 'Retirement' at 12.7%.

Appendix 9 shows the leavers by leaving reason.

2.8. Redundancies

During 2021-22 there were 22 redundancies (23 in 2020-21). Redundancy payments for the year 2021-22 totalled £296,147 (£320,241 in 2020-21), indicating an average redundancy payment of £13,461 (£13,923 in 2020-21) *.

**This is an estimated figure as the date of leaving due to redundancy and the redundancy payment may not occur in the same year.*

2.9. Sickness performance indicator

The sickness performance indicator calculates the working days lost per FTE, in 2021-22 this figure increased to 7.39 days per FTE (5.99 in 2020-21). If the reasons of Covid-19 and Long Covid were excluded from this calculation, then the figure would reduce to 6.40 days per FTE.

One of the key findings from the 'Health and Wellbeing at work' Survey report (April 2022) (conducted by the CIPD in partnership with SimplyHealth) stated that: 'There is less management focus on health and wellbeing compared with the first year of the pandemic. Our evidence points to a small but disappointing slip in attention to employees' mental and physical health. Seven in ten (70%) of HR respondents agree that employee wellbeing is on senior leaders' agendas (down from 75% last year) and 60% believe that line managers have bought into the importance of wellbeing (down from 67% last year).' This is not the case within the County Council where we have maintained the profile, commitment, and investment into employee health and wellbeing.

Appendix 6 shows more detailed analysis of sickness levels in the non-schools workforce.

2.10. Primary reasons for sickness absence (by calendar days lost)

Reasons for sickness absence has altered slightly to the previous year with the most calendar days lost being due to 'Mental Health', then 'Musculoskeletal'. In 2020-21 this was followed by 'Stress – Not Mental Health' and 'Covid-19', whereas in 2021-22 'Covid-19' is the next highest reason, then followed by 'Stress – Not Mental Health'.

Within the non-schools workforce, sickness due to 'Mental Health' problems account for 21.4% of calendar days lost, a decrease from the previous year (25.2% in 2020-21).

The 'Health and Well-being at Work' Survey report (April 2022) (conducted by the CIPD in partnership with SimplyHealth) found that 'COVID-19 continues to have a huge impact on employee health. Only 3% of organisations haven't suffered any COVID 19-related absence, and just under half (46%) have employees who have experienced – or are experiencing – long COVID. Long COVID is now a major cause of long-term absence.'

Within the non-school workforce, sickness due to Covid-19 accounts for 10.1% of calendar days lost, an increase from the previous year (7.9% in 2020-21).

Appendix 6 shows further information on sickness levels over recent years.

2.11. Equality

A breakdown of KCC non-schools staff by equality strand is shown below with March 2021 figures in brackets.

The percentage of female staff has remained consistent at 79.3% (79.6%) and the proportion of female members of the leadership group has increased slightly at 60.7% (58.2%).

The percentage of BME staff has increased slightly this year, to 8.3% (7.8%). The proportion of BME staff in the Leadership group also shows a slight increase to 6.8% (6.0%).

Disabled staff figures have increased making up 4.4% of staff in the non-schools workforce (3.0%) with 4.6% of those in the Leadership group (3.9%).

In each of the diversity strands, the level of representation in the Leadership group is similar to the level of representation in the wider workforce, except for the proportion of female staff.

Full details of the breakdown of the non-schools workforce by diversity strand can be found at Appendix 3.

2.12. Equality in recruitment

KCC continues to attract people from across the Protected Characteristics. However, the proportion of people applying from particular groups does not always correspond to the proportion of those being appointed. This position remains similar to the 2020-21 figures for most of the specified areas.

Detailed recruitment information can be found at Appendix 5.

2.13. Age profile

2.13.1. Average age

In March 2022, the average age was 45.5 which remains almost the same as previous year.

2.13.2. Age performance indicators (excludes CRSS staff)

The proportion of staff aged 30 or under has increased over the year, at 16.6% (15.4% in March 2021). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group (53.1%) than in the non-schools workforce (40.5%).

Full age performance indicators results are shown at Appendix 3.

2.14. Apprentices

As at March 2022 there were 181 apprenticeship training starts – 177 in the KCC non-schools workforce and 4 in LATCOs.

2.15. Spans and layers

The non-schools workforce had a structure with 8 layers as at 01 May 2022 with managers having an average span of 6.2 FTE. Within the structure there were 136 one-to-one reports. The expected profile for the organisation is for 7 layers and an average span of 7 FTE.

3. Directorate details

3.1. Introduction

This section contains key staffing information about the workforce in each of the Directorates as at 31 March 2022. Performance Indicators are calculated for this workforce monthly and include a set of statistics relating to staff within the Leadership Group of each Directorate.

3.2. Staffing levels

Staffing levels have changed slightly within the year, with the greatest percentage change in ST, where there was an increase in FTE of 10.9%.

ASCH is the only directorate to have decreased in FTE, by 4.7% and staffing levels in CYPE had an increase from the previous year by 5.7%, which in part will be as a result of the Residential Units moving across from ASCH to CYPE in early autumn. GET shows an increase of 3.7%.

Appendix 1 shows staffing levels by Directorate.

3.3. Contract types

The breakdown of contract types differs significantly by Directorate, with the proportion of permanent contracts varying from 78.1% in GET to 88.6% in ASCH. ASCH has the highest proportion of temporary contracts 0.9%. The highest proportion of fixed-term contracts is within ST at 9.9%. CYPE and GET have the highest proportion of CRSS contracts, in GET 16.1% and CYPE 13.9% whereas the proportion of CRSS contracts in ASCH and ST is much lower at 7.5% and 0.5% respectively. The CRSS roles in CYPE include Tutors, Youth Support Workers, Instructors, and Invigilators. Within GT, they include Celebratory Officers, Customer Support Assistants, Cycle Instructors and Road Crossing Patrol staff.

Appendix 2 shows full details of the breakdown by contract types.

3.4. Agency staff

As at 31 March 2022, there were agency staff working in all the Directorates. The numbers varied from 24 in GET to 273 in CYPE. The large decrease in ST (808 in 2020-21) is accounted for by the agency staff now not required to work at the mass testing sites across Kent.

Appendix 7 shows more detailed information on agency staff by Directorate.

3.5. Age performance indicators

CYPE has the highest proportion of staff aged 25 and under, at 8.7%. When the group of younger staff is extended to take into account staff aged 30 or under the figure in CYPE rises to 18.8%.

Staff aged 50 or over account for 48.5% of those in GET, but only 31.3% in ST. All Directorates employ staff aged 65 or over, but GET has the highest percentage, at 8.3% and ST has the lowest, at 1.6%.

3.6. Sickness performance indicators

Once again, the sickness rates varied noticeably between Directorates, from the lowest in ST, at 3.41 days lost per FTE, to 11.37 days lost per FTE in ASCH, for the 2021-22 period.

Appendix 6 provides detailed information on sickness levels.

3.7. Staff by salary band

Distribution across the salary bands varies considerably between the Directorates. The proportion of contracts at KR6 & below varies from 17.0% in ST to 51.3% in GET. ST has the highest proportion of staff on more highly graded contracts (KR14 & above), at 6.5%, which is 1.2% lower than 2020-21 at 7.7%.

Appendix 4 shows detailed information on staff by salary band.

3.8. Turnover (excluding CRSS staff)

Turnover levels for the year have increased in all Directorates during 2021-22 as business returns to pre-pandemic state. The turnover rate is lowest in ST at 11.3% (6.5%, 2020-21), increasing to 12.6% in GET (7.2%, 2020-21) and 14.0% in ASCH (11.0%, 2020-21), with CYPE having the highest turnover at 15.6% (10.4%, 2020-21).

3.9. Equality

The performance indicators show considerable differences in demographics across the Directorates.

The percentage of female staff is highest in ASCH and CYPE Directorates at 85.4% and 85.3% respectively, and lowest in GET at 63.5%. These figures have not varied since last year. The figures for the Leadership population range from 34.6% in GET (36.7%, 2020-21) to 73.3% in ASCH.

The percentage of BME staff varies from 4.1% in GET to 10.9% in ASCH. Within the Leadership groups, the figures range from 5.8% in GET to 7.9% in CYPE.

The proportion of Disabled staff varies from 4.1% in CY to 5.0% in ST, but the proportion in the Leadership groups varies from 3.9% in CYPE and GET to 5.4% in ST.

Full details of the breakdown of the non-schools sector by diversity strand can be found at Appendix 3.

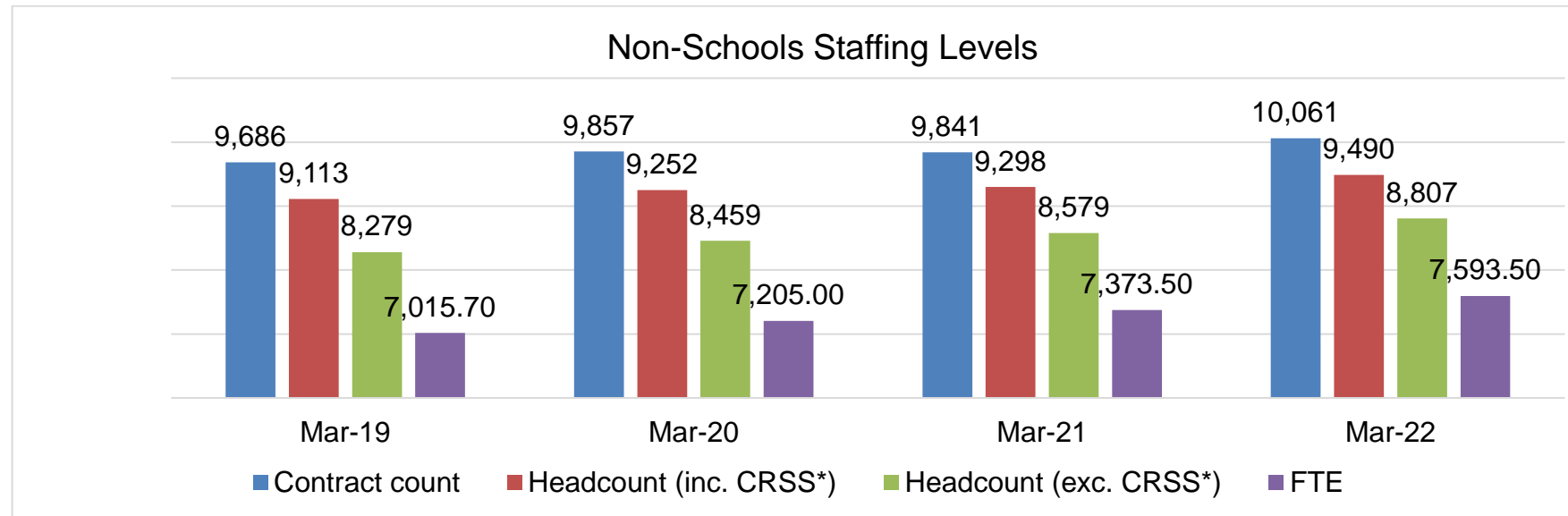
Paul Royel
Director of HR & OD
416631

Background Documents: None

Appendix 1 – Staffing Levels

Non-Schools Workforce: Staffing Levels

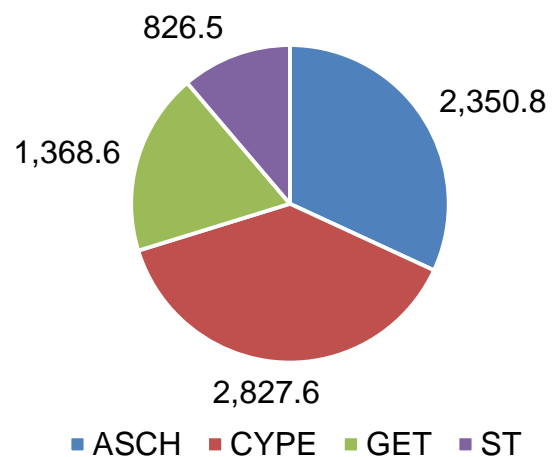
	Mar-19	Mar-20	Mar-21	Mar-22	Change Mar-21 to Mar-22	% Mar-21 to Mar-22
Contract count	9,686	9,857	9,841	10,061	220	2.2%
Headcount (inc. CRSS*)	9,113	9,252	9,298	9,490	192	2.0%
Headcount (exc. CRSS*)	8,279	8,459	8,579	8,807	228	2.6%
FTE	7,015.70	7,205.00	7,373.50	7,593.50	220	2.9%



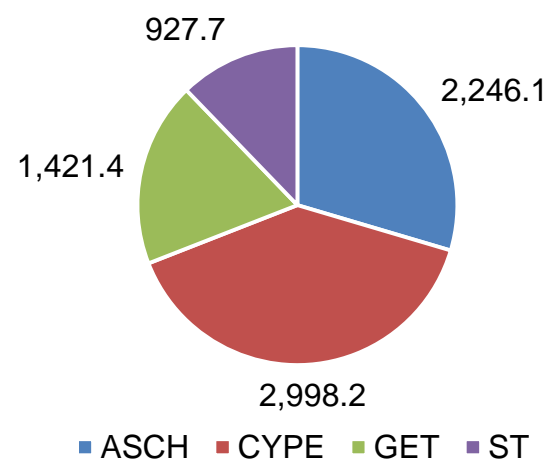
Directorates: Staffing Levels

Directorate	Contract Count Mar-21	Contract Count Mar-22	Headcount (inc. CRSS*) Mar-21	Headcount (inc. CRSS*) Mar-22	Headcount (exc. CRSS*) Mar-21	Headcount (exc. CRSS*) Mar-22	FTE Mar-21	FTE Mar-22
ASCH	3,044	2,820	2,865	2,658	2,750	2,583	2,350.8	2,246.1
CYPE	3,702	3,954	3,534	3,769	3,146	3,364	2,827.6	2,998.2
GET	2,200	2,288	2,036	2,105	1,798	1,872	1,368.6	1,421.4
ST	895	999	891	996	889	993	826.5	927.7

Directorates: Staffing Levels FTE Mar-21



Directorates: Staffing Levels FTE Mar-22



*CRSS = Casual Relief, Sessional & Supply

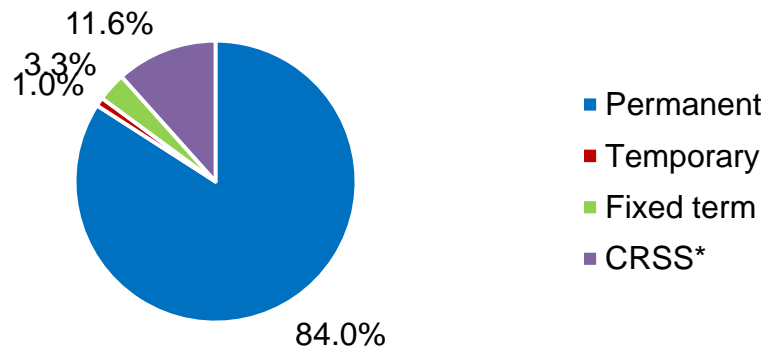
Appendix 2 – Contract Types

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

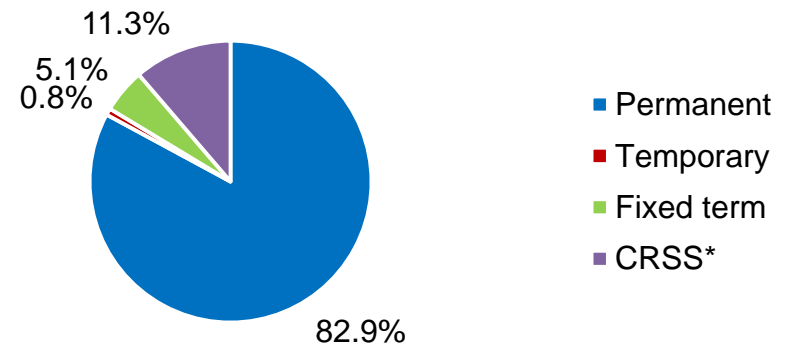
Contract Type	Mar-21 Count	Mar-21 %	Mar-22 Count	Mar-22 %
Permanent	8,265	84.0%	8,339	82.9%
Temporary	103	1.0%	77	0.8%
Fixed term	328	3.3%	510	5.1%
CRSS*	1,145	11.6%	1,135	11.3%
Total	9,841	100.0%	10,061	100.0%

*CRSS = Casual Relief, Sessional & Supply

Non-Schools Workforce by Contract Type
Mar-21



Non-Schools Workforce by Contract Type
Mar-22

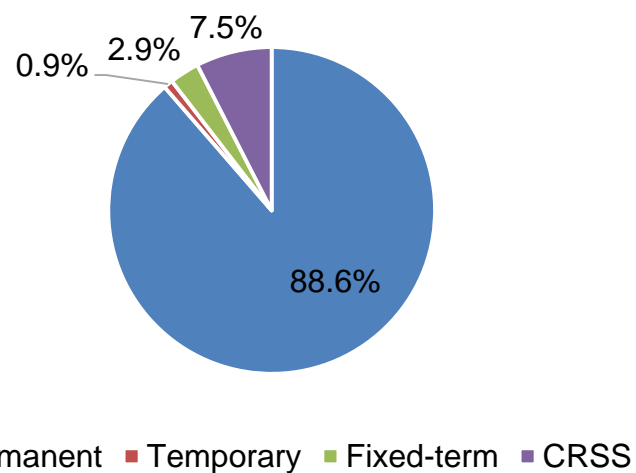


Directorates: Staff by Contact Type (Grouped)

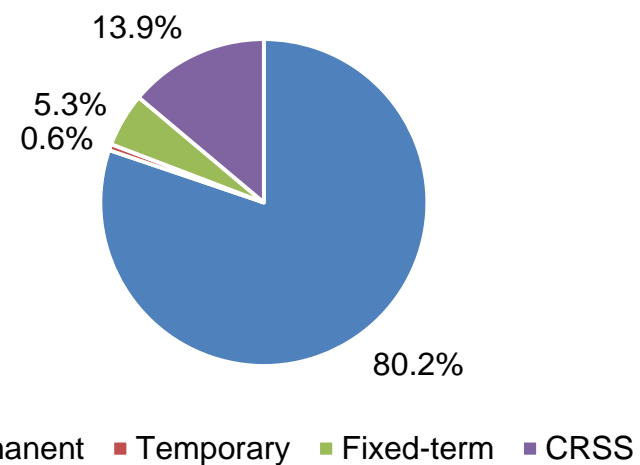
Directorates	Permanent Mar-21	Permanent Mar-22	Temporary Mar-21	Temporary Mar-22	Fixed-term Mar-21	Fixed-term Mar-22	CRSS* Mar-21	CRSS* Mar-22
ASCH	88.4%	88.6%	1.3%	0.9%	1.5%	2.9%	8.8%	7.5%
CYPE	81.8%	80.2%	1.1%	0.6%	3.4%	5.3%	13.7%	13.9%
GET	77.2%	78.1%	0.9%	0.6%	5.4%	5.2%	16.6%	16.1%
ST	94.7%	88.3%	0.6%	1.3%	4.2%	9.9%	0.4%	0.5%

*CRSS = Casual Relief, Sessional & Supply staff.

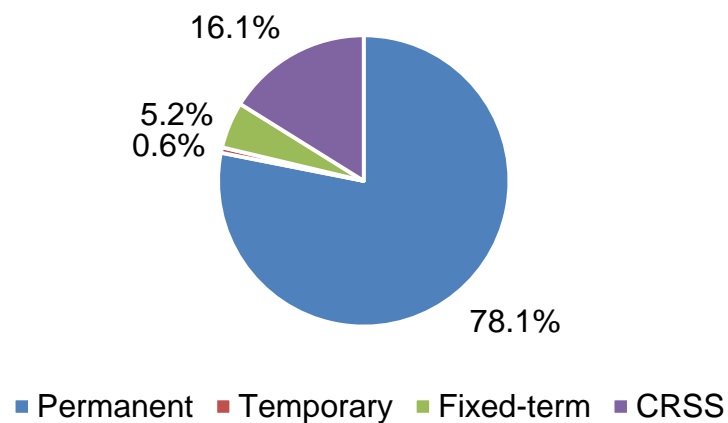
Adults Social Care and Health



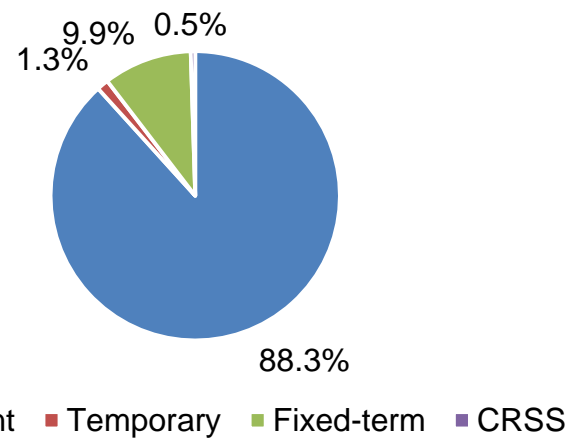
Children, Young People and Education



Growth, Environment and Transport



Strategic and Corporate Services



*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 3 – Equalities

Non-Schools Workforce (excluding CRSS*)

	All Staff Mar-21	All Staff Mar-22	Leadership Group Mar-21	Leadership Group Mar-22	Kent County - 2011 Census
Female	79.6%	79.3%	58.2%	60.7%	51.1%
BME	7.8%	8.3%	6.0%	6.8%	6.3%
Considered Disabled	3.0%	4.4%	3.9%	4.6%	17.6%
Faith	46.3%	46.0%	46.0%	45.0%	66.0%
LGB	2.4%	2.9%	1.8%	1.9%	
Gender Reassignment	0.5%	0.5%	0.3%	0.5%	
aged 25 and under	6.3%	7.5%	0.0%	0.0%	
aged 30 and under	15.4%	16.6%	0.6%	0.5%	
aged 31 - 49	43.0%	42.9%	45.7%	46.3%	
aged 50 and over	41.6%	40.5%	53.7%	53.1%	
aged 65 and over	4.4%	4.3%	2.1%	2.2%	

Directorates: All Staff (excluding CRSS*) - March 2022

Directorate	Female	BME	Considered Disabled	LGB	Faith	Gender Reassignment
ASCH	85.4%	10.9%	4.7%	3.2%	48.7%	0.6%
CYPE	85.3%	9.0%	4.1%	3.2%	46.2%	0.5%
GET	63.5%	4.1%	4.4%	2.1%	45.9%	0.5%
ST	72.4%	7.3%	5.0%	3.0%	38.5%	0.3%

*CRSS = Casual Relief, Sessional & Supply staff.

Directorates: Leadership Group (excluding CRSS*) - March 2022

Directorate	Females	BME	Considered Disabled	LGB	Faith	Gender Reassignment
ASCH	73.3%	6.7%	5.0%	5.0%	51.7%	1.7%
CYPE	64.6%	7.9%	3.9%	2.4%	40.9%	0.0%
GET	34.6%	5.8%	3.9%	0.0%	44.2%	1.9%
ST	61.5%	6.2%	5.4%	0.8%	46.2%	0.0%

Directorates: All staff (excluding CRSS*) - March 2022

Directorate	Aged 25 and under	Aged 30 and under	Aged 50 and over	Aged 65 and over
ASCH	5.2%	13.9%	44.4%	4.5%
CYPE	8.7%	18.8%	35.7%	2.8%
GET	7.7%	14.9%	48.5%	8.3%
ST	8.4%	19.5%	31.3%	1.6%

Directorates: Leadership Group (excluding CRSS*) - March 2022

Directorate	Aged 25 and under	Aged 30 and under	Aged 50 and over	Aged 65 and over
ASCH	0.0%	0.0%	60.0%	1.7%
CYPE	0.0%	0.0%	53.5%	2.4%
GET	0.0%	0.0%	61.5%	3.8%
ST	0.0%	1.5%	46.2%	1.5%

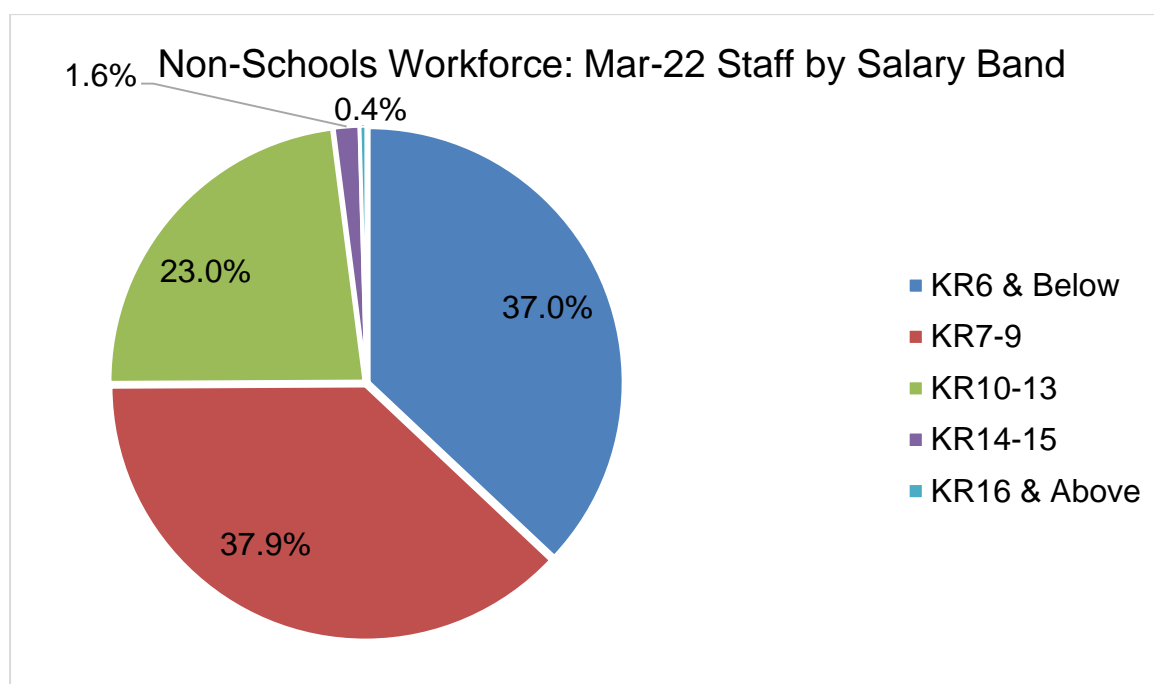
CRSS = Casual, Relief, Sessional and Supply staff.

Leadership Group = staff with a minimum salary of £54,735 (equivalent to minimum of KR13)

Appendix 4 – Salaries

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

Grade	Count Mar-21	Mar-21 %	Count Mar-22	Mar-22 %
KR6 & Below	3,207	37.4%	3,234	37.0%
KR7-9	3,231	37.7%	3,312	37.9%
KR10-13	1,963	22.9%	2,013	23.0%
KR14-15	138	1.6%	141	1.6%
KR16 & Above	37	0.4%	37	0.4%
Total	8,576	100.0%	8,737	100.0%



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

Grade	ASCH Mar-21	ASCH Mar-22	CYPE Mar-21	CYPE Mar-22	GET Mar-21	GET Mar-22	ST Mar-21	ST Mar-22
KR6 & Below	46.5%	45.3%	27.8%	28.2%	50.5%	51.3%	16.0%	17.0%
KR7-9	36.8%	36.7%	44.3%	45.0%	31.3%	30.8%	30.2%	31.3%
KR10-13	16.2%	17.2%	25.5%	24.6%	17.2%	16.8%	46.2%	45.3%
KR14-15	0.4%	0.4%	2.2%	2.1%	0.7%	0.8%	5.3%	4.8%
KR16 & above	0.1%	0.4%	0.2%	0.2%	0.3%	0.3%	2.4%	1.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

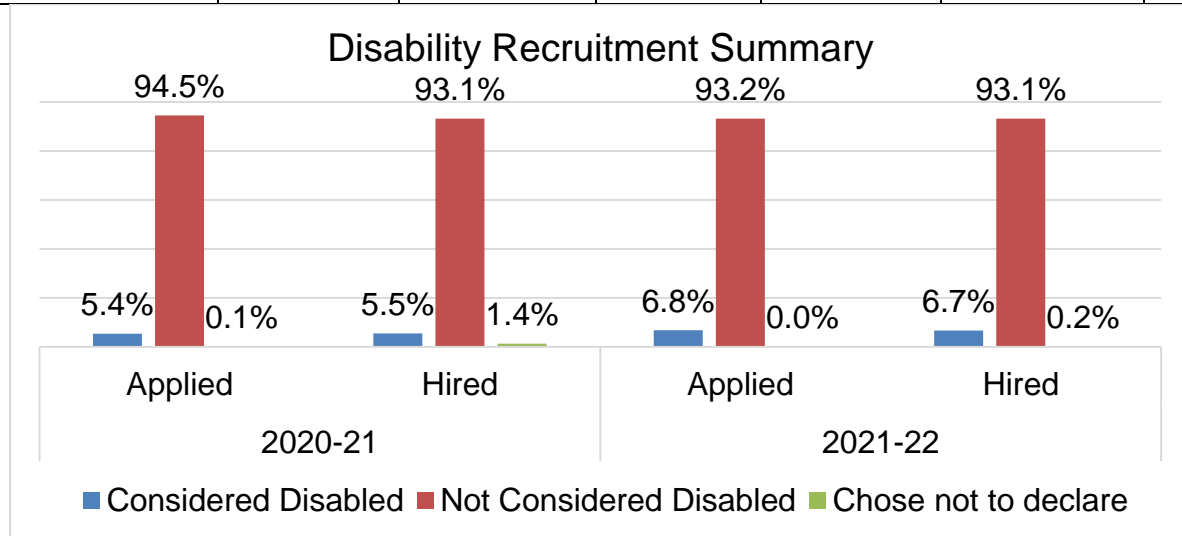
Based on staff with 'KR' in grade name (excluding CRSS* staff).

*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 5 – Recruitment

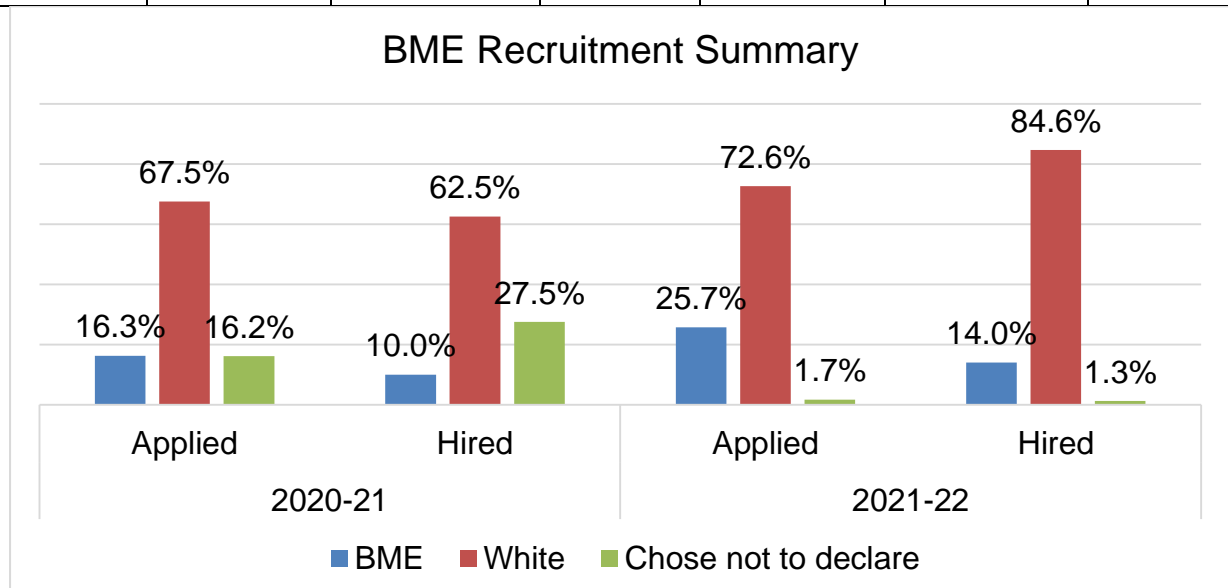
Disability Summary

	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
Considered Disabled	1,246	200	63	2,267	444	139
Not Considered Disabled	21,723	2,615	1,073	31,180	5,266	1,940
Chose not to declare	19	4	16	1	7	4



BME Summary

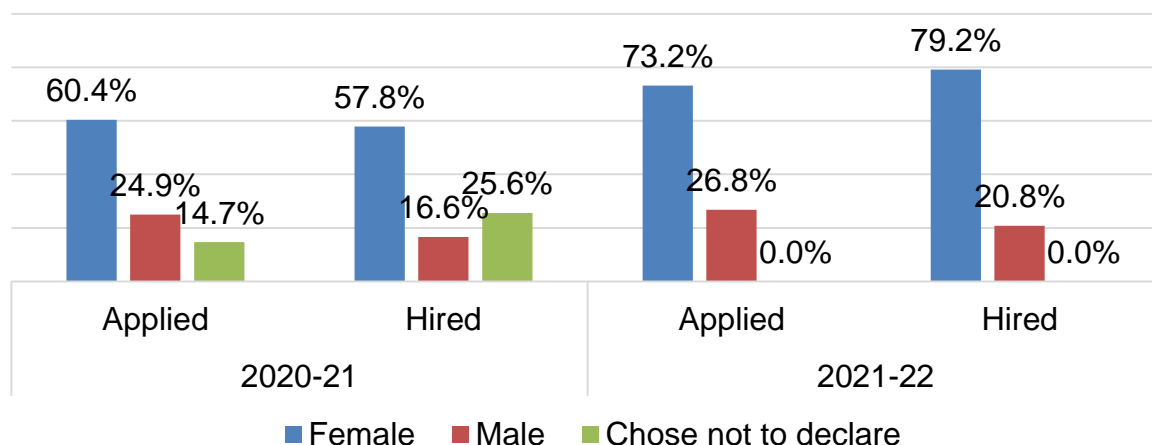
	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
BME	3,742	429	115	8,225	1,078	269
White	15,519	2,087	720	23,228	4,256	1,621
Chose not to declare	3,723	302	317	534	67	25



Gender Summary

	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
Female	13,884	1,965	666	23,404	4,165	1,516
Male	5,732	585	191	8,583	1,236	399
Chose not to declare	3,372	269	295	0	0	0

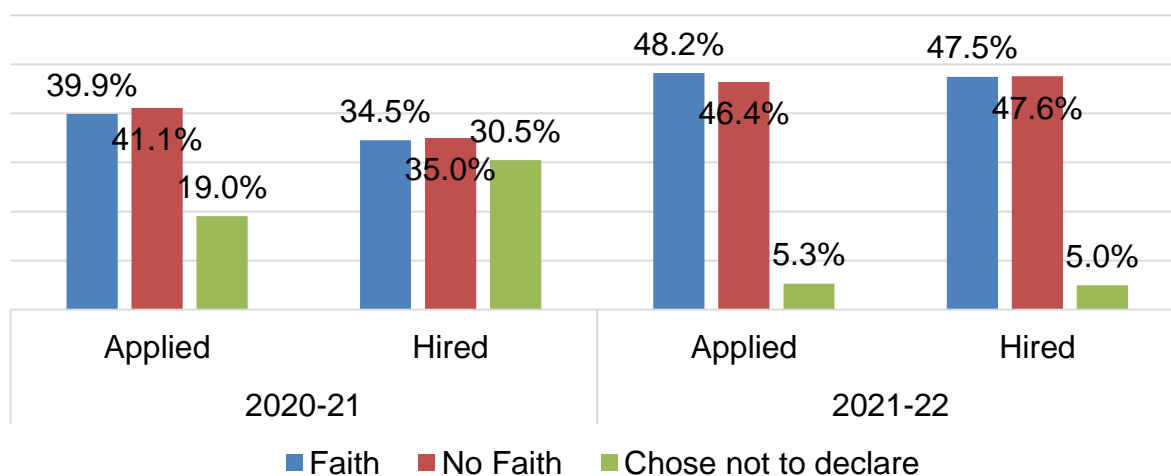
Gender Recruitment Summary



Belief Summary

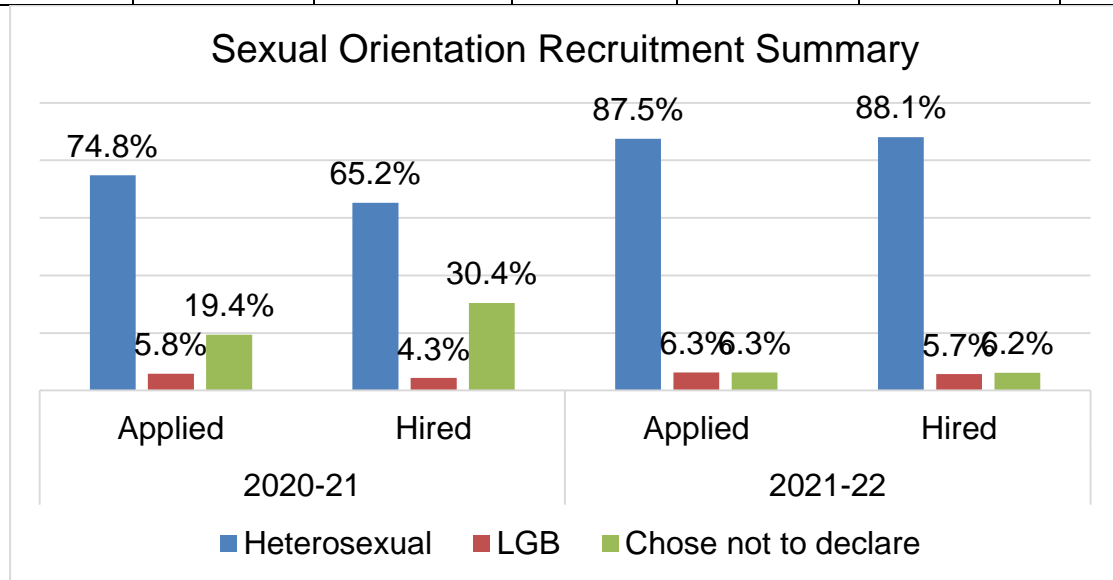
	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
Faith	9,163	1,255	398	15,432	2,590	909
No Faith	9,448	1,161	403	14,854	2,531	911
Chose not to declare	4,377	403	351	1,701	280	95

Religion/Belief Recruitment Summary



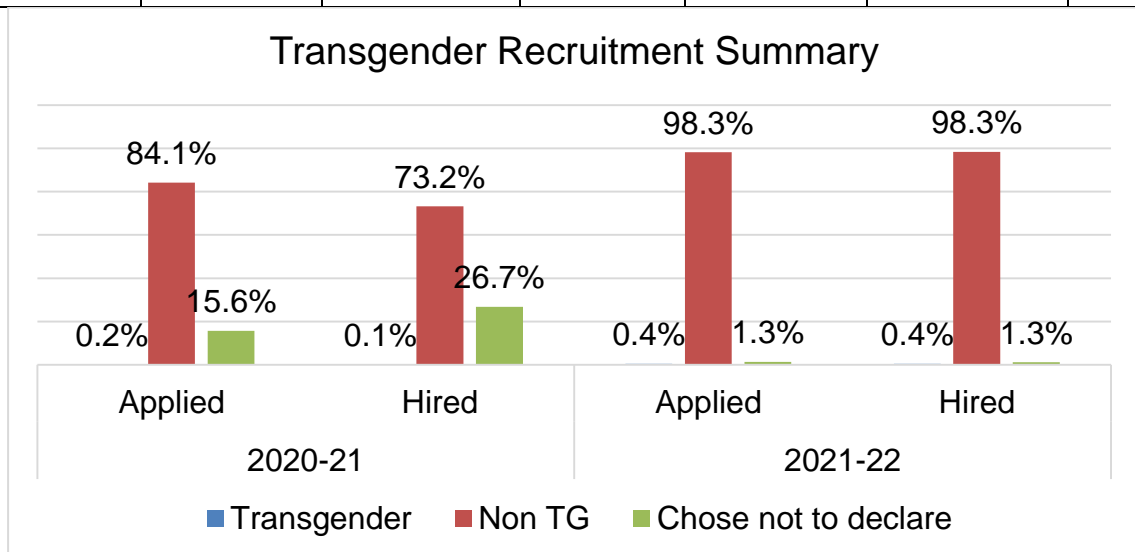
Sexual Orientation Summary

	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
Heterosexual	17,195	2,259	752	27,976	4,770	1,687
LGB	1,342	148	50	2,002	303	110
Chose not to declare	4,451	412	351	2,009	328	118



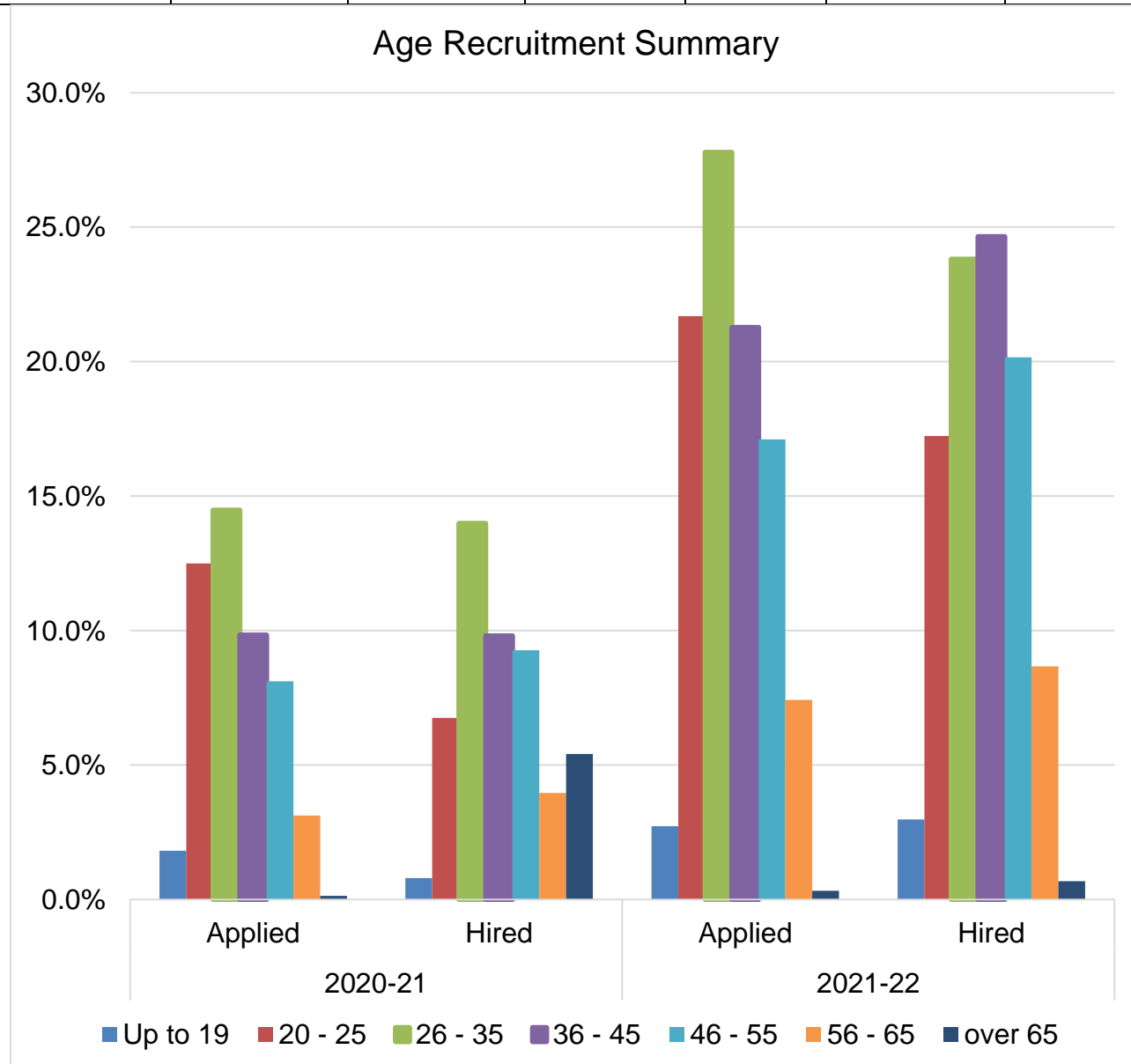
Transgender Summary

	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
Transgender	57	5	1	128	23	8
Non TG	19,343	2,527	843	31,430	5,320	1,883
Chose not to declare	3,588	287	308	429	58	24

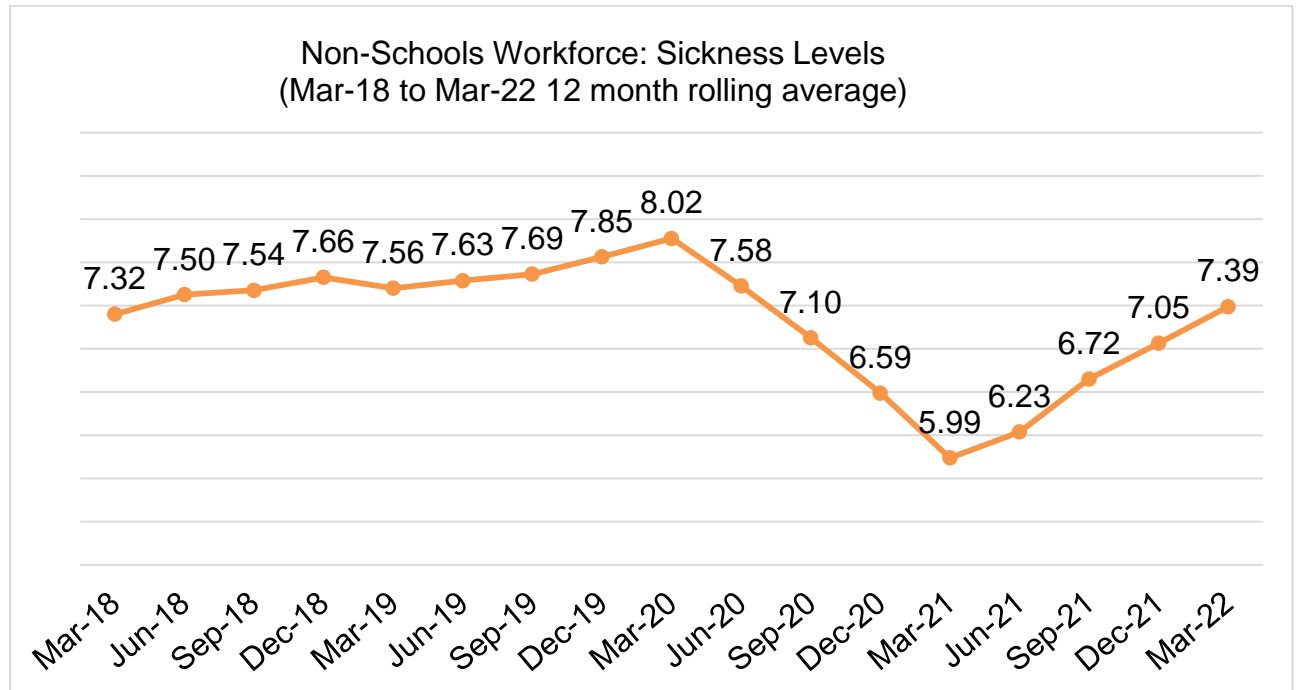


Age Summary

	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
Up to 19	701	57	15	872	118	57
20 - 25	4,831	387	126	6,938	867	330
26 - 35	5,598	737	261	8,888	1,376	456
36 - 45	3,802	589	183	6,804	1,287	472
46 - 55	3,137	531	173	5,474	1,098	386
56 - 65	1,210	201	74	2,376	529	166
over 65	53	8	101	106	20	13
Chose not to declare	19,332	2,510	933	529	106	35



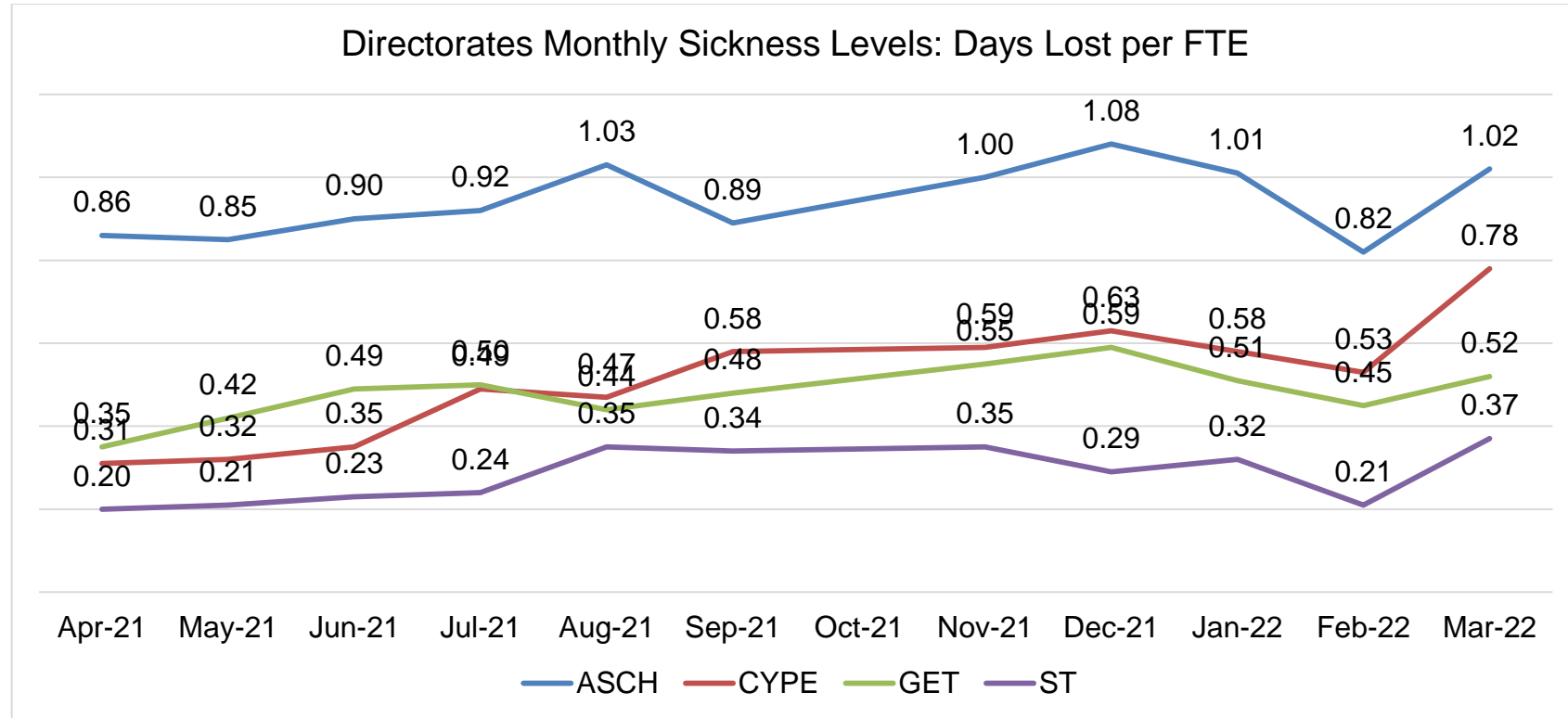
Appendix 6 - Sickness



Non-Schools Workforce: Sickness Levels

Month & Year	Days lost per FTE in month	12 month rolling average
Mar-18	0.66	7.32
Jun-18	0.60	7.50
Sep-18	0.56	7.54
Dec-18	0.62	7.66
Mar-19	0.63	7.56
Jun-19	0.53	7.63
Sep-19	0.59	7.69
Dec-19	0.75	7.85
Mar-20	0.71	8.02
Jun-20	0.45	7.58
Sep-20	0.49	7.10
Dec-20	0.63	6.59
Mar-21	0.51	5.99
Jun-21	0.54	6.23
Sep-21	0.62	6.72
Dec-21	0.71	7.05
Mar-22	0.75	7.39

Directorates: Sickness Days Lost per FTE

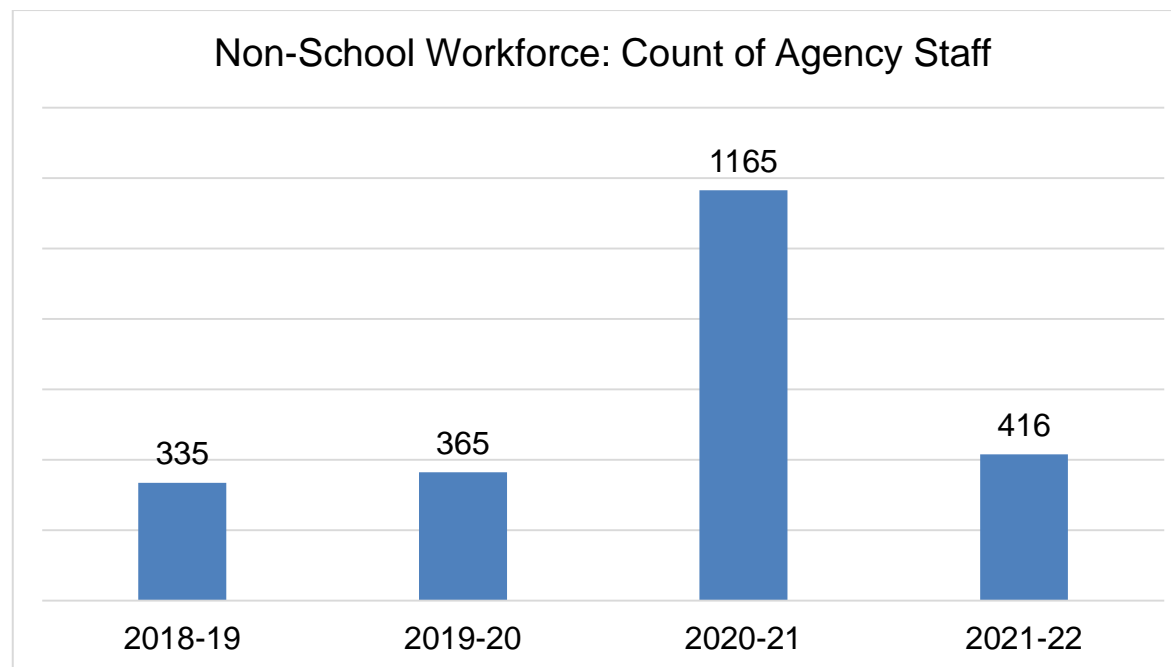


Directorate	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	TOTAL
ASCH	0.86	0.85	0.90	0.92	1.03	0.89	0.99	1.00	1.08	1.01	0.82	1.02	11.37
CYPE	0.31	0.32	0.35	0.49	0.47	0.58	0.58	0.59	0.63	0.58	0.53	0.78	6.21
GET	0.35	0.42	0.49	0.50	0.44	0.48	0.55	0.55	0.59	0.51	0.45	0.52	5.85
ST	0.20	0.21	0.23	0.24	0.35	0.34	0.30	0.35	0.29	0.32	0.21	0.37	3.41

Appendix 7 – Agency Staff

Non-schools Workforce: Agency Staff

	2018-19	2019-20	2020-21	2021-22
Count of agency staff at year end	335	365	1165	416
Spend in year	£17,427,086	£16,777,863	£18,831,166	£20,726,784
Staffing budget for year	£312,551,801	£316,287,162	£315,156,195	£323,108,207
Agency spend in year as % of staffing budget	5.6%	5.3%	5.6%	6.0%



Directorates: Agency Staff

Directorates	2018-19	2019-20	2020-21	2021-22
ASCH	67	45	41	41
CYPE	196	260	257	273
GET	38	27	42	24
ST	34	33	825	78*
Total	335	365	1165	416

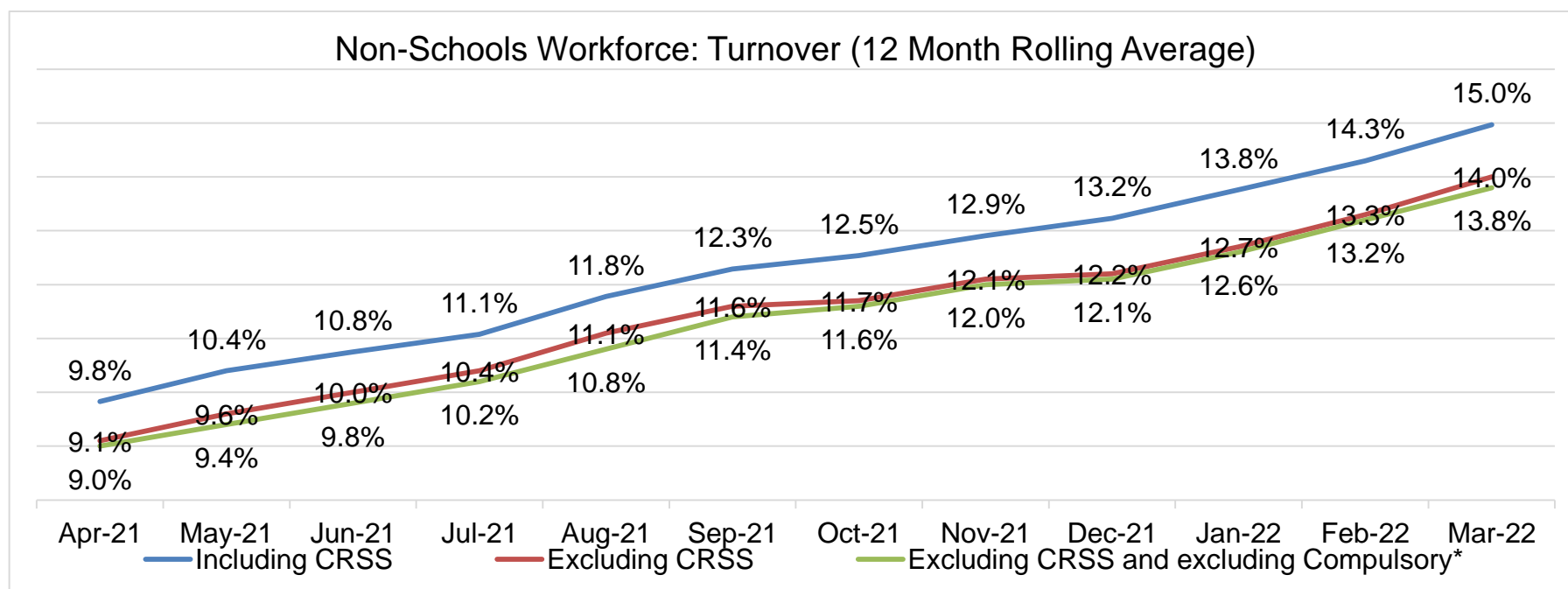
*33 within covid mass testing sites.

Appendix 8 – Turnover

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

	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Including CRSS	9.8%	10.4%	10.8%	11.1%	11.8%	12.3%	12.5%	12.9%	13.2%	13.8%	14.3%	15.0%
Excluding CRSS	9.1%	9.6%	10.0%	10.4%	11.1%	11.6%	11.7%	12.1%	12.2%	12.7%	13.3%	14.0%
Excluding CRSS and excluding Compulsory*	9.0%	9.4%	9.8%	10.2%	10.8%	11.4%	11.6%	12.0%	12.1%	12.6%	13.2%	13.8%

*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-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
ASCH	11.5%	11.8%	12.3%	12.4%	13.1%	13.3%	13.8%	14.3%	14.4%	14.9%	14.8%	15.0%
CYPE	10.5%	11.0%	11.3%	11.7%	12.4%	13.0%	13.3%	13.7%	14.0%	14.3%	15.3%	16.0%
GET	7.8%	8.7%	9.0%	9.4%	10.1%	11.0%	11.1%	11.4%	11.9%	12.8%	13.4%	14.8%
ST	6.4%	7.0%	7.3%	8.1%	8.9%	9.4%	9.1%	9.3%	9.9%	10.5%	11.0%	11.5%

Directorates: Turnover (12 Month Rolling Average – Excluding CRSS Staff)

	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
ASCH	10.5%	10.8%	11.4%	11.5%	12.4%	12.6%	12.8%	13.3%	13.4%	13.7%	13.8%	14.0%
CYPE	9.8%	10.2%	10.6%	11.1%	11.8%	12.5%	12.8%	13.2%	13.5%	13.7%	14.9%	15.6%
GET	7.3%	7.8%	8.0%	8.4%	9.0%	9.6%	9.7%	9.7%	9.8%	10.7%	11.2%	12.6%
ST	6.4%	7.1%	7.4%	8.1%	8.9%	9.4%	9.1%	9.3%	9.7%	10.3%	10.8%	11.3%

Appendix 9 – Leavers Listed by Leaving Reason

Leaving Reason	Grouping	Total
Resignation - New Employment	Resignation	493
Resignation - Other	Resignation	309
Retirement - Normal	Retirement	162
Resignation - Personal /Domestic Reasons	Resignation	113
End of Fixed Term Contract	Other	64
Resignation - Career Development	Resignation	45
Mutual Termination	Other	44
Resignation - Nature of Work	Resignation	21
PR/Casual - Not Claimed in the last 12 months	Other	19
Contract Terminated within Probation	Dismissal	14
Deceased	Other	14
Unknown	Other	14
Voluntary Redundancy	Redundancy	11
Compulsory Redundancy	Redundancy	9
Dismissal - Capability - Performance	Dismissal	9
Voluntary Early Retirement	Retirement	8
Early Retirement - Ill Health (Tier 1)	Retirement	7
End of Temporary Contract	Other	7
Termination of Supply/Sessional Staff	Dismissal	7
TUPE Transfer	Transfer	7
Resignation - Conditions of employment	Resignation	6
Resignation - Pay	Resignation	6
Dismissal - Conduct	Dismissal	4
Resignation - Competition from other employers	Resignation	4
No Longer Payroll Provider	Other	3
Blank	Other	1
Early Retirement - Ill Health (Tier 2)	Retirement	1
Early Retirement - Ill Health (Tier 3)	Retirement	1
Blank	Other	1
Dismissal - Capability Health	Dismissal	0
School no longer buys SPS	Other	0
Total number of leavers		1404

Grouping	Count	Proportion
Dismissal	34	2.4%
Redundancy	20	1.4%
Resignation	997	71.0%
Retirement	179	12.7%
Transfer	7	0.5%
Other	167	11.9%
Total	1404	

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

Appendix 10 – Schools

4.1 Introduction

This appendix contains information about staff in KCC maintained schools, this includes Community, Voluntary Controlled, Foundation and Voluntary Aided schools. The information included in this report relates primarily to schools that buy HR services from KCC (and have information about their staff stored on Oracle HR). Where data sources other than Oracle HR have been used, this has been indicated.

4.2 Current staffing levels (Maintained schools that purchase HR services from KCC)

The decline in the number of staff in schools continued over the year, with a reduction of 12 FTE to 10,309.8 FTE since 31 March 2021. The headcount in schools fell by 145. If CRSS staff are excluded from the headcount figures, the reduction over the year is 127.

4.3 The School Workforce Census

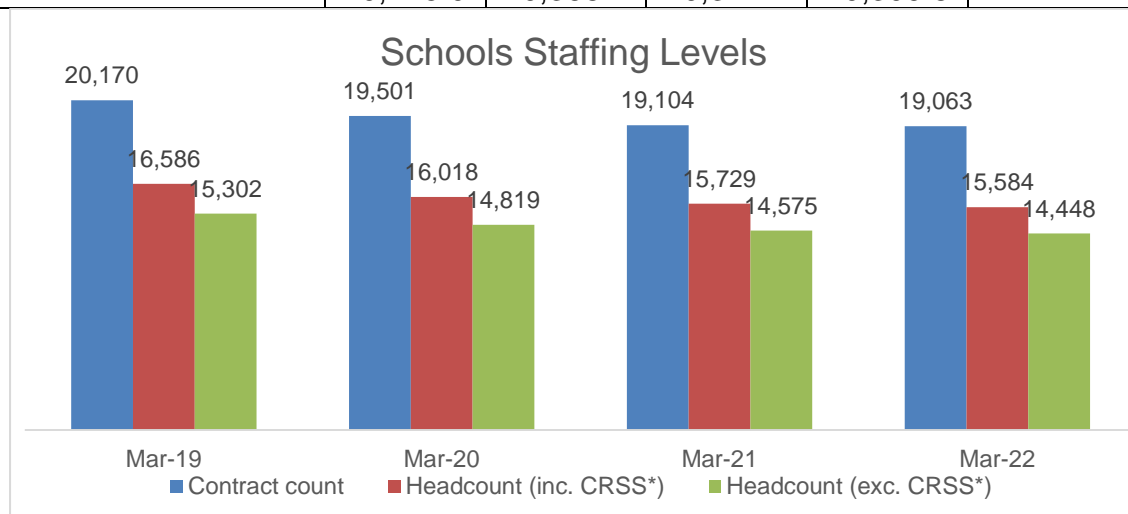
The annual census of all Local Authority schools, the School Workforce Census (SWC) took place in November 2021 and showed that there were 313 schools in Kent, comprising of 265 Primary schools, 27 Secondary schools (inc. 5 PRUs) and 21 Special schools.

Between December 2020 and November 2021, 7 schools left KCC to adopt Academy status of these all 7 were Primary schools.

During the period 1 September 2020 to 31 August 2021 a total of 66,924 days were lost due to sickness by school-based staff, of which 17,466 of these were taken by teaching staff.

Schools Workforce: Staffing Levels

	Mar-19	Mar-20	Mar-21	Mar-22	Change Sep-21 to Mar-22	% Sep-21 to Mar-22
Contract count	20,170	19,501	19,104	19,063	-41	-0.2%
Headcount (inc. CRSS*)	16,586	16,018	15,729	15,584	-145	-0.9%
Headcount (exc. CRSS*)	15,302	14,819	14,575	14,448	-127	-0.9%
FTE	10,715.0	10,368.1	10,322.1	10,309.8	-12	-0.1%



*CRSS = Casual Relief, Sessional & Supply staff.

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

To: Personnel Committee - 6th September 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 2021 to 31 March 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 discipline, capability, resolution, and Employment Tribunal cases to provide an overview of the level of activity and distribution of cases across the organisation. This report updates the Committee on the activity for the year 1 April 2021 – 31 March 2022.
- 1.2 The case activity reflects the range of ER cases our KCC Managers are managing and provides a review of case activity and trends over the last three years. Managers lead on performance management with the support of a range of management development interventions and tools. The HR & OD Team continue to take the lead in supporting Managers to confidently manage the range of increasingly complex employee relations cases with professional and robust advice.

2. Case Analysis

- 2.1 The overall case level has increased from last year and is more aligned to the 2019-20 levels and is set against the challenges of managing following the response phase of the COVID19 pandemic. Most of the case activity is managed within the AH Directorate (41%) and CY Directorates (39%) (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 (42%), and the number of cases being managed formally whilst increased from last year is similar to that

of 2019-20. This indicates that managers are continuing to address and manage absence on an informal basis, deploying the range of tools and supportive interventions available and accessing the support for staff through the health and wellbeing offer, and by formalising sickness cases where the informal approach has not been successful.

- 2.3 Analysis of the disciplinary cases, which make up 29% of the total case activity, shows a reduction year on year indicating that Managers are continuing to address issues through the appropriate channels and only progressing through the formal processes where necessary, with HR advice and support. The HR/OD team continue to provide training and guidance for Managers where there have been themes in misconduct cases, and this may also be reflected in the decrease in disciplinary cases over the three years.
- 2.4 The resolution case activity including those cases where there have been issues concerning bullying and harassment has also reduced during the last three years from a total of 49 to 29 indicating the informal stages and routes available through the Resolution Procedure are being successfully managed having a positive impact on the volume of cases requiring review through the formal procedures.
- 2.5 The case activity concerned with the management of performance continues to increase against the previous two years. It reflects the approach our managers are taking in addressing issues of performance formally where necessary and where informal performance management approaches have not been successful.
- 2.6 Analysis of 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 increase in part reflects the lack of progression of cases through the Tribunals. There are eight claims currently pending and during the year five have been settled, two withdrawn, one dismissed by the Tribunal, and one struck out. There have been thirteen Early Conciliation cases where discussions take place through ACAS.

3. Dismissal appeals heard by senior officers

- 3.1 Appeals against dismissal (other than in probation) are managed through HR 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 from different Directorates.
- 3.2 From 1 April 2021 to 31 March 2022 seven appeals against dismissal were lodged, one of which was withdrawn and six were examined through the appeal process. Six appeals against dismissal were not upheld and one was not upheld but the summary dismissal was changed to a dismissal with notice.

Directorate	No. of Appeals	Case Type	Outcomes
Children, Young People & Education	4	4 x Gross Misconduct Dismissal	Appeal not upheld Appeal not upheld Appeal not upheld Appeal not upheld
Growth, Environment & Transport	1	Gross misconduct	Appeal not upheld but summary dismissal changed to with notice
Adult Social Care and Health	2	2 x Performance & Capability (Job requirements)	Appeal not upheld Appeal did not take place as dismissal decision withdrawn due to change in mandatory vaccination legislation
TOTAL	7		

4. Conclusions

The ER case activity overall, has remained broadly in line with previous years with a reduction in formal resolution cases, an increase in cases being formally managed through the Performance and Capability Procedure, and those 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 03000 416885

Email address jane.clayton@kent.gov.uk

Relevant Director:

Paul Royel, Director of HR & OD
Telephone number 03000 416631

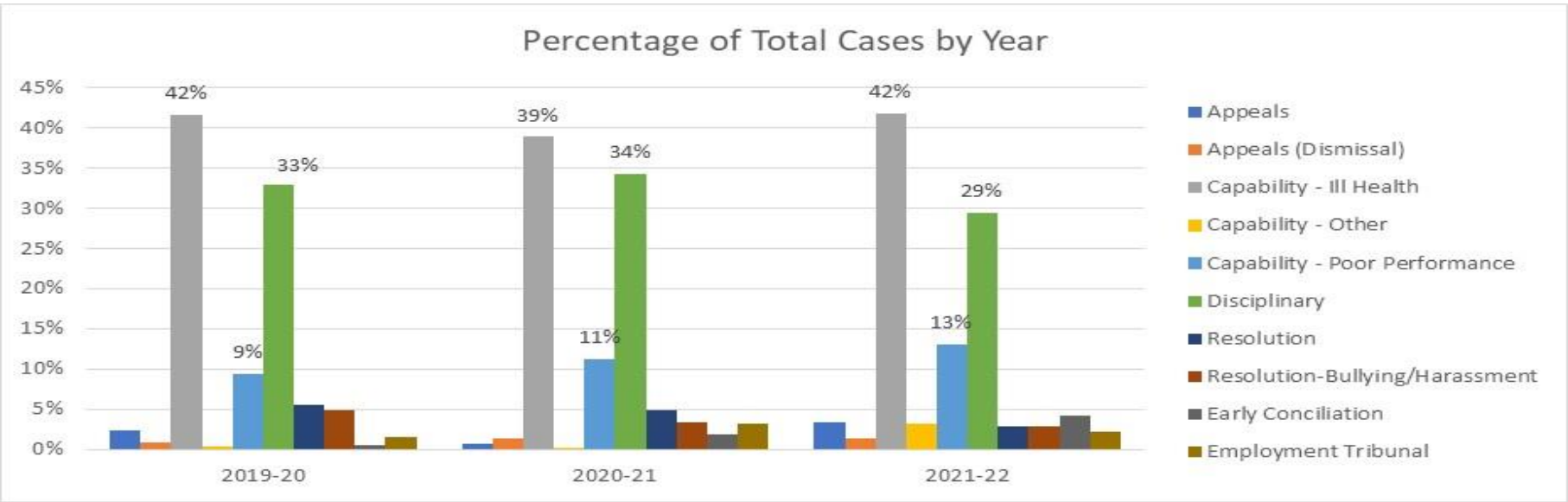
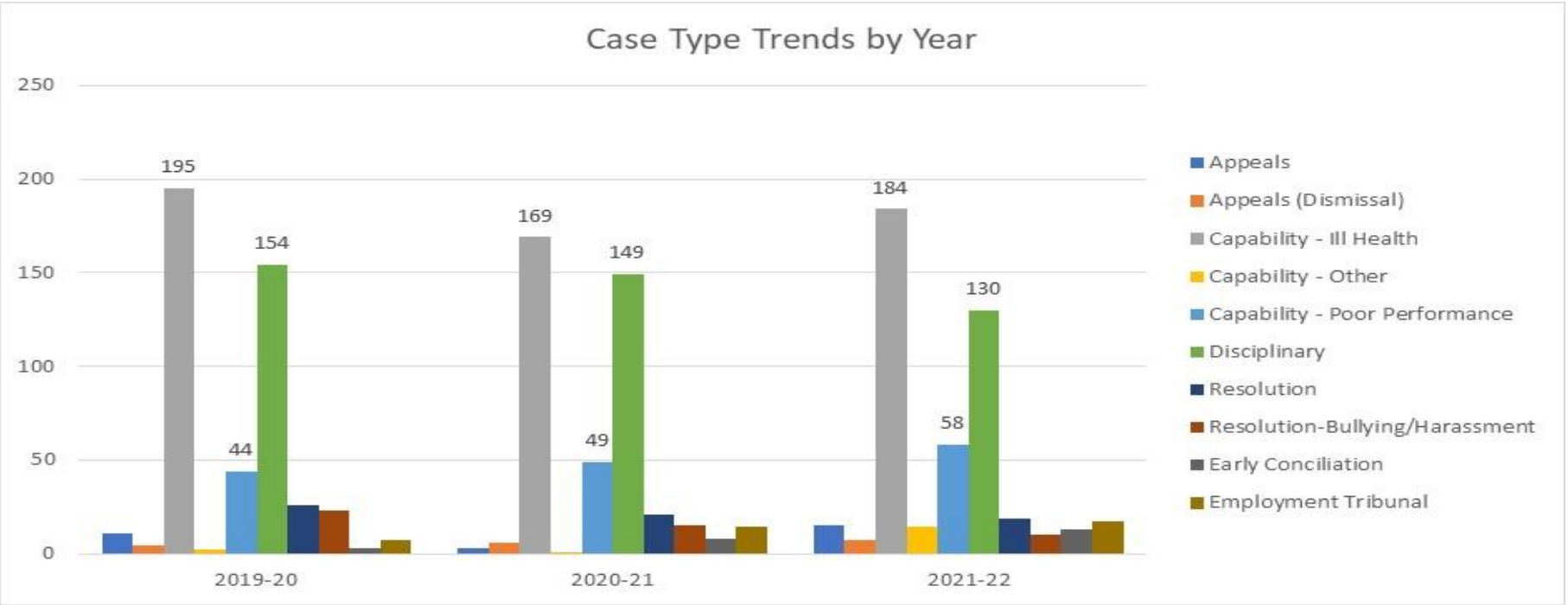
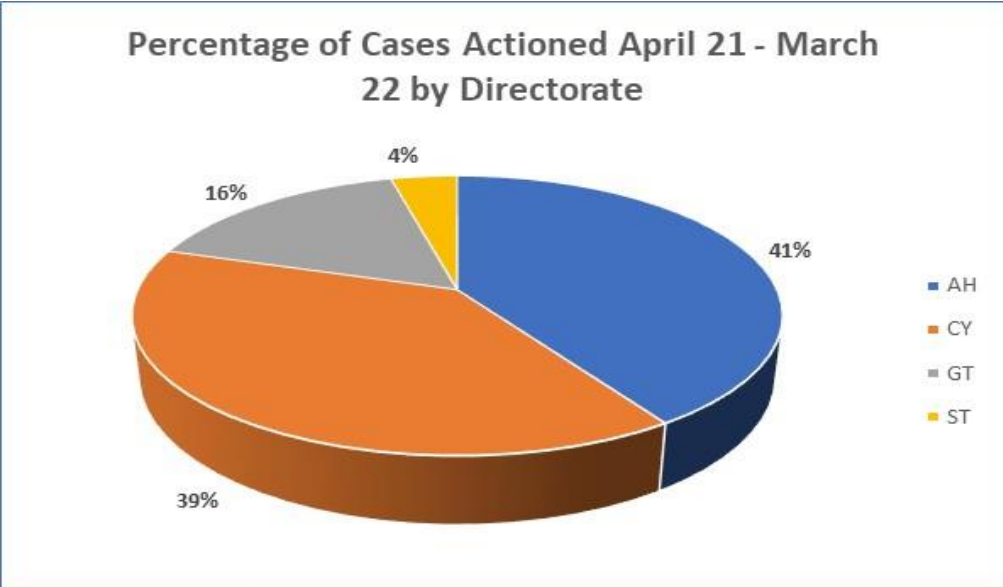
Email address

paul.royel@kent.gov.uk

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Appendix 1

April 2019 - March 2020		April 2020 - March 2021		April 2021 - March 2022	
Case Type	Total No.	Case Type	Total No.	Case Type	Total No.
Appeals	11	Appeals	3	Appeals	15
Appeals (Dismissal)	4	Appeals (Dismissal)	6	Appeals (Dismissal)	7
Capability - Ill Health	195	Capability - Ill Health	169	Capability - Ill Health	184
Capability - Other	2	Capability - Other	1	Capability - Other	14
Capability - Poor Performance	44	Capability - Poor Performance	49	Capability - Poor Performance	58
Disciplinary	154	Disciplinary	149	Disciplinary	130
Resolution	26	Resolution	21	Resolution	19
Resolution-Bullying/Harassment	23	Resolution-Bullying/Harassment	15	Resolution-Bullying/Harassment	10
Early Conciliation	3	Early Conciliation	8	Early Conciliation	13
Employment Tribunal	7	Employment Tribunal	14	Employment Tribunal	17
Grand Total	469	Grand Total	435	Grand Total	467
Staff number	9113	Mar-20	9374	Mar-22	9490



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of the Local Government Act 1972.

Agenda Item 7

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Agenda Item 9

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