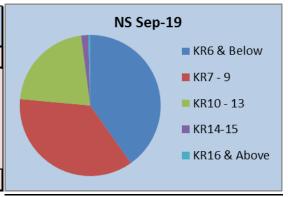
Appendix 3 – Salaries

Staff by salary band (all staff on Kent Range grades): Non-Schools Workforce										
	Mar	-19	Sep-19							
KR6 & Below	3,415	41.2%	3,383	40.2%						
KR7 - 9	2,907	35.1%	3,049	36.2%						
KR10 - 13	1,807	21.8%	1,808	21.5%						
KR14-15	130	1.6%	137	1.6%						
KR16 & Above	32	0.4%	36	0.4%						
	8,291	100.0%	8,413	100.0%						



Staffing Levels: Directorates Workforce											
	Children, Young People and Education		Growth, Environment and Transport		Adult Social Care and Health		Strategic and Corporate Services				
	Mar-19	Sep-19	Mar-19	Sep-19	Mar-19	Sep-19	Mar-19	Sep-19			
KR6 & Below	31.5%	30.1%	55.5%	53.9%	47.8%	48.6%	18.4%	18.0%			
KR7 - 9	41.7%	42.9%	27.4%	29.1%	35.1%	35.6%	28.6%	29.0%			
KR10 - 13	25.1%	24.8%	15.8%	15.7%	16.4%	15.2%	44.1%	44.7%			
KR14-15	1.6%	2.1%	0.8%	0.8%	0.6%	0.5%	6.4%	5.4%			
KR16 & Above	0.1%	0.1%	0.4%	0.4%	0.1%	0.1%	2.4%	2.8%			