



PERSONNEL COMMITTEE – BRIEFING

Thursday, 4th June, 2020, at 2.00 pm

Ask for: **Denise Fitch**
Telephone **03000 416090**

Membership

Mr R W Gough (Chairman), Mrs S Prendergast (Vice-Chairman), Mr R Bird, Mr E E C Hotson, Dr L Sullivan, Mr P J Oakford and Mr B J Sweetland

- 1 Substitutes
- 2 Annual Workforce Profile Report (Pages 1 - 22)
- 3 Kent Code (Pages 23 - 42)
- 4 Employee Relations Casework Activity (Pages 43 - 46)
- 5 Covid-19 A Workforce Response (Pages 47 - 48)
- 6 Total Contribution Pay Equality 2019/20 (Pages 49 - 60)

Benjamin Watts
General Counsel
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Annual Workforce Profile Report

By: Shellina Prendergast – Cabinet Member for Communications,
Engagement and People
Amanda Beer – Corporate Director People and Communications

To: Personnel Committee - briefing

Date: 4 June 2020

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 (March 2019).

Headlines

1. The Non-Schools Workforce

- The staffing level has increased by 189 FTE over the year
- Rolling turnover has decreased over the year, to 12.7% excluding CRSS (Casual, Relief, Sessional and Supply) staff
- Sickness has increased since March 19 to 8.02 days lost per FTE

2. The Directorates

- The largest increase in FTE from the previous year was 9.5% in Children, Young People and Education (CYPE).
- The proportion of permanent contracts varies from 77.3% in Growth Environment and Transport (GET) to 95.0% in Strategic and Corporate Services (ST).

2. The Non-Schools Workforce

2.1. Introduction

This section contains information about the non-schools' workforce as at 31 March 2020 with comparative figures for the previous year shown in brackets.

Information is collected 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, and certain groups of staff with a minimum salary of £52,713.

2.2. Staffing levels

Staffing levels increased during the year to 7,205.0 FTE at the year end. This is 189 FTE higher than end of the last financial year. (7,015.7 FTE at 31 Mar 2019).

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 now on permanent contracts remains the same as the previous year at 82.6% and the proportion of CRSS (Casual, Relief, Sessional and Supply) contracts continues to reduce this year and now stands at 12.7% (13.1% at 31 Mar 2019).

In March 2020 there were 1,250 CRSS contracts and 29.1% 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, part of Commercial Services Trading Ltd, a company wholly-owned by Kent County Council.

2.4.1. Agency staff numbers

As at March 2020, there were 365 agency staff (335 at 31 Mar 2019) employed in non-schools, covering 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 2019-20 was £16,777,863 which equated to approximately 5.3% of the £316 million pay-bill for the year. (Figures for 2018-19 were a pay-bill of £312 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 39.7% of staff are in the salary band KR6 or below, with a maximum full-time salary of £22,072 (41.2% at 31 Mar 2019). 76.2% of staff are on grades KR9 or below, earning a maximum full-time salary of £32,917 (76.3% at 31 Mar 2019). 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 a decrease during 2019-20, reaching a rate of 12.7% in March 2020 (20.9% at 31 Mar 2019).

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 69.5% of leavers followed by 'Retirement' at 11.9%.

Appendix 9 shows the leavers by leaving reason.

2.8. Redundancies

During 2019-20 there were 52 redundancies (42 in 2018-19). Redundancy payments for the year 2019-20 totalled £1,070,991* (£533,467 in 2018-19), indicating an average redundancy payment of £20,596 (£12,702 in 2018-19)*.

** 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 2019-20 this figure increased to 8.02 days per FTE (7.56 in 2018-19).

The 'Health and Well-being at Work' Survey report (March 2020), conducted by the CIPD, in partnership with Simply Health, found the absence levels 'on average, public sector employees had 8.2 days of absence over the last year' which remains consistent with previous years.

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 remain fairly consistent with previous years with the most calendar days lost being due to 'Musculoskeletal', then 'Mental Health', followed by 'Stress – Not Mental Health' and 'Gastro Intestinal'.

The 'Health and Well-being at Work' Survey report (March 2020) (conducted by the CIPD in partnership with SimplyHealth) found that 'Minor illness remains by far the most common cause of short-term absence (four weeks or less) for the vast majority of organisations. As in previous years, musculoskeletal injuries (including back pain, neck strain and repetitive strain injury) and stress are also among the top causes of short-term absence.'

The report also highlights that 'Mental ill health remains the most common cause of long-term absence, with nearly 59% of organisations citing this among their top three causes. Musculoskeletal injuries, stress and acute medical conditions also feature prominently'.

Within the non-schools workforce, sickness due to 'musculoskeletal' problems account for 21.5% of calendar days lost, an increase from the previous year (20.4% in 2018-19). *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 2019 figures in brackets.

The percentage of female staff has remained consistent at 79.7% (79.5% in March 2019) and the proportion of female members of the leadership group has decreased slightly at 60.3% (61.6% in March 2019).

The percentage of BME staff has decreased slightly this year to 7.6% (8.0% in March 2019). The proportion of BME staff in the Leadership group also shows a slight decrease to 5.7% (6.5% in March 2019).

Disabled staff figures remain static making up 4.1% of staff in the non-schools' workforce (4.1% in March 2019) with 4.1% of those in the Leadership group (4.4% in March 2019).

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, with the exception of the proportion of female staff, where the difference is more distinct.

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 2018-19 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 2020 the average age was 45.5 which remains virtually the same as 2019.

2.13.2. Age performance indicators (excludes CRSS staff)

The proportion of staff aged 30 or under has remained fairly consistent over the year, at 16.2% (16.0% in March 2019). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group (55.9%) than in the non-Schools workforce as a whole (41.1%).

Full age performance indicators results are shown at Appendix 3.

2.14. Apprentices

As at March 2020 there were 273 apprenticeship training starts – 236 in the KCC non schools' workforce and 37 in LATCOs. At March 2019 the figures were 189 apprenticeship training starts – 179 in KCC non schools and 10 in LATCOs.

2.15.Spans and layers

The non-schools workforce had a structure with 7 layers as at 02 April 2020 (following the ASCH changes in structure), with managers having an average span of 6.8 FTE. Within the structure there were 85 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 2020. Information is collected for this workforce on a monthly basis and this includes 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 CYPE, where there was an increase in FTE of 9.5%.

Staffing Levels in ASCH decreased in FTE around 3.7%. Staffing Levels in GET and ST had a slight increase from the previous year of 1.9% (GET) and 2.2% ST.

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 77.3% in GET to 95.0% in ST. ASCH has the highest proportion of temporary contracts 1.2%. The highest proportion of fixed-term contracts is within CYPE at 5% and GET at 4.8%. CYPE and GET also have the highest proportion of CRSS contracts, in GET 17.0% and CYPE 14.7% whereas the proportion of CRSS contracts in ASCH and ST is much lower at 10.4% and 0.4% respectively. The CRSS roles in CYPE include Tutors, Youth support workers, Instructors and Invigilators. Within GET, 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 2020, there were agency staff working in all of the Directorates. The numbers varied from 33 in ST to 260 in CYPE.

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 8.4%. When the group of younger staff is extended to take into account staff aged 30 or under the figure in CYPE rises to 18.9%.

Staff aged 50 or over account for 48.4% of those in GET, but only 31.6% in ST. All Directorates employ staff aged 65 or over, but GET has the highest percentage, at 6.9% 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 4.94 days lost per FTE, to 11.19 days lost per FTE in ASCH.

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 17.4% in ST to 53.7% in GET. ST has the highest proportion of staff on more highly graded contracts (KR14 & above), at 7.7%.

Appendix 4 shows detailed information on staff by salary band.

3.8. Turnover (excluding CRSS staff)

Turnover levels for the year vary significantly in all Directorates. The turnover rate is lowest in ST (10.4%), increasing to 11.3% in ASCH and 12.1% in GET, with CYPE having the highest turnover at 14.9%.

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 both at 85.8% and lowest in GET at 63.8%. The figures for the Leadership population range from 37.5% in GET to 70.9% in ASCH.

The percentage of BME staff varies from 3.4% in GET to 10.0% in ASCH. Within the Leadership groups, the figures range from 1.8% in ASCH to 7.9% in CYPE.

Disabled staff make up around 4% of the workforce in all of the Directorates, but the proportion in the Leadership groups varies from 2.7% in ST to 5.5% in ASCH.

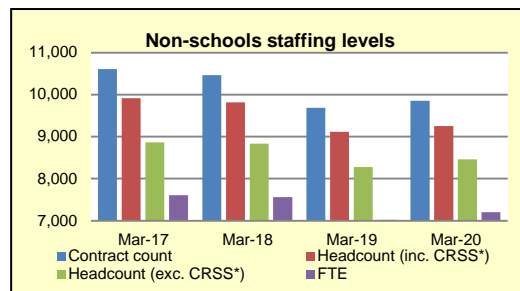
Full details of the breakdown of the non-schools sector by diversity strand can be found at Appendix 3.

Paul Royel
Head of HR & OD
416631

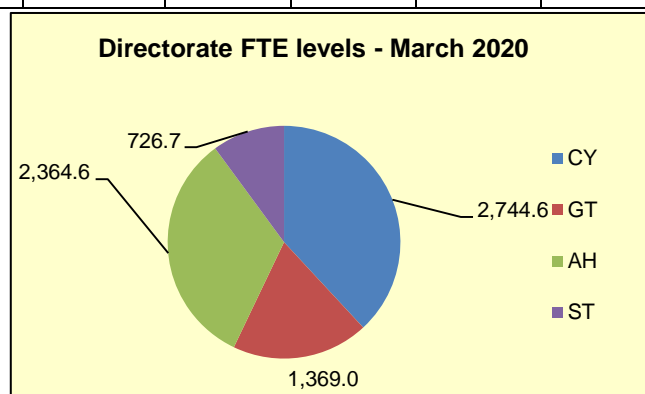
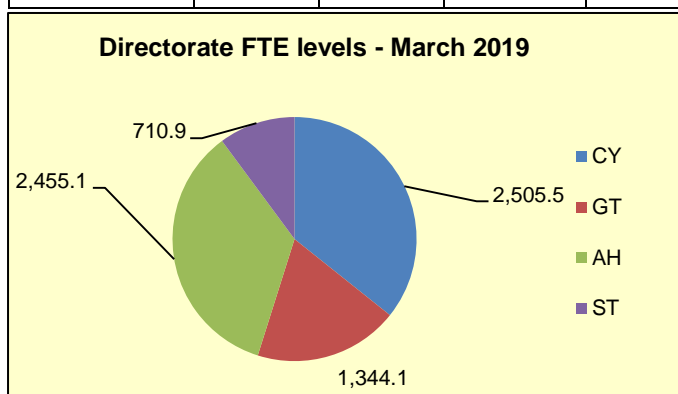
Background Documents: None

APPENDIX 1 - STAFFING LEVELS

Non-schools workforce: Staffing levels						
	Mar-17	Mar-18	Mar-19	Mar-20	Mar-19 to Mar-20	
					Change	%
Contract count	10,612	10,462	9,686	9,857	171	1.8%
Headcount (inc. CRSS*)	9,917	9,813	9,113	9,252	139	1.5%
Headcount (exc. CRSS*)	8,867	8,831	8,279	8,459	180	2.2%
FTE	7,609.4	7,564.1	7,015.7	7,205.0	189	2.7%



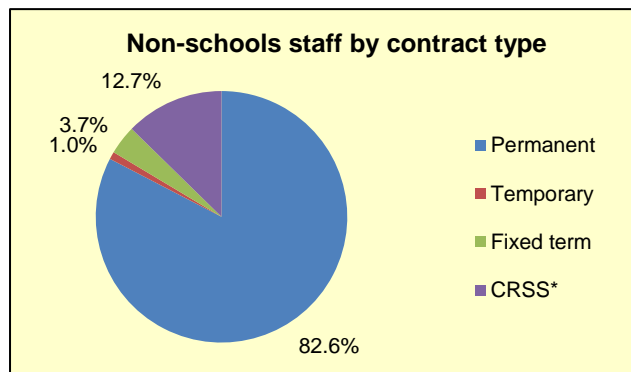
Directorates workforce: Staffing levels									
Directorate	Contract count		Headcount (inc CRSS)		Headcount (exc CRSS)		FTE		
	Mar-19	Mar-20	Mar-19	Mar-20	Mar-19	Mar-20	Mar-19	Mar-20	Change in year
CYPE	3,397	3,673	3,242	3,505	2,827	3,079	2,505.5	2,744.6	239.1
GET	2,217	2,229	2,059	2,048	1,782	1,810	1,344.1	1,369.0	24.9
ASCH	3,282	3,159	2,939	2,939	2,900	2,790	2,455.1	2,364.6	-90.5
ST	790	796	786	791	777	789	710.9	726.7	15.8



*CRSS = Casual, Relief, Sessional and Supply staff Source Oracle HR C07 reports

APPENDIX 2 - CONTRACT TYPES

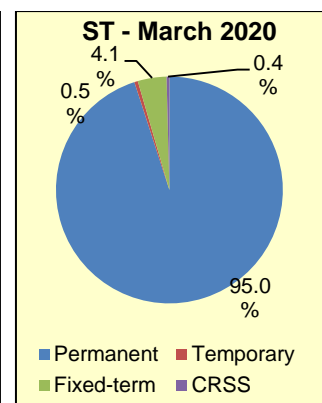
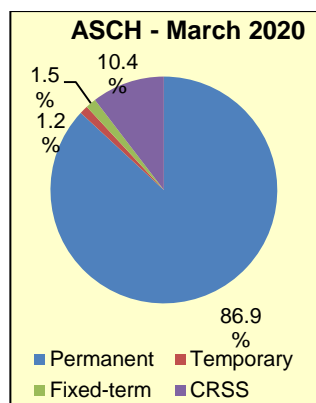
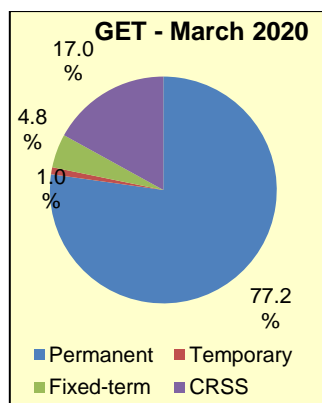
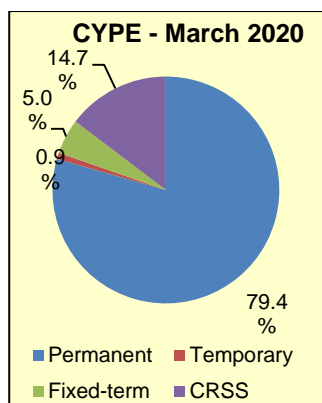
Non-schools workforce: Staff by contract type (grouped)



	Mar-19		Mar-20	
Permanent	7,997	82.6%	8,143	82.6%
Temporary	116	1.2%	95	1.0%
Fixed term	303	3.1%	369	3.7%
CRSS*	1,270	13.1%	1,250	12.7%
Total	9,686	100%	9,857	100%

Directorates: Staff by contract type (grouped)

Directorate	Permanent		Temporary		Fixed Term		CRSS*	
	Mar-19	Mar-20	Mar-19	Mar-20	Mar-19	Mar-20	Mar-19	Mar-20
CYPE	80.0%	79.5%	1.2%	0.9%	3.6%	5.0%	15.2%	14.7%
GET	75.4%	77.3%	1.3%	1.0%	5.1%	4.8%	18.2%	17.0%
ASCH	87.1%	86.9%	1.2%	1.2%	1.2%	1.5%	10.4%	10.4%
ST	94.6%	95.0%	0.8%	0.5%	3.4%	4.1%	1.3%	0.4%



*CRSS = Casual, Relief, Sessional and Supply staff Source Oracle HR C07 reports

APPENDIX 3 - EQUALITIES

Non-schools workforce (excluding CRSS)					
	All staff		Leadership Group		Kent County
	Mar-19	Mar-20	Mar-19	Mar-20	2011 Census
Female	79.5%	79.7%	61.6%	60.3%	51.1%
BME	8.0%	7.6%	6.5%	5.7%	6.3%
Considered Disabled	4.1%	4.1%	4.4%	4.1%	17.6%
Faith	59.1%	47.3%	63.7%	47.6%	66.0%
LGB	3.0%	2.4%	3.2%	1.9%	
Gender Reassignment	2.5%	0.6%	2.9%	0.3%	
aged 25 and under	6.8%	7.1%	0.0%	0.0%	
aged 30 and under	16.0%	16.2%	0.9%	0.6%	
aged 31-49	42.6%	42.7%	45.5%	43.5%	
aged 50 and over	41.4%	41.1%	53.6%	55.9%	
aged 65 and over	3.4%	4.0%	0.8%	1.3%	

Directorates: All staff (excluding CRSS) March 2020						
	Female	BME	Considered Disabled	LGB	Faith	Gender Reassignment
CYPE	85.8%	8.5%	3.4%	2.3%	46.8%	0.7%
GET	63.8%	3.4%	4.3%	2.9%	45.1%	0.7%
ASCH	85.8%	10.0%	4.5%	2.9%	51.0%	0.6%
ST	70.7%	5.3%	4.7%	2.2%	41.1%	0.3%

Directorates: Leadership Group (excluding CRSS) March 2020						
	Female	BME	Considered Disabled	LGB	Faith	Gender Reassignment
CYPE	64.4%	7.9%	5.0%	2.0%	41.6%	0.0%
GET	37.5%	6.3%	4.2%	0.0%	47.9%	2.1%
ASCH	70.9%	1.8%	5.5%	5.5%	56.4%	0.0%
ST	61.3%	5.4%	2.7%	0.9%	48.6%	0.0%

Directorates: All staff (excluding CRSS) March 2020				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
CYPE	8.4%	18.9%	35.4%	2.4%
GET	7.6%	14.8%	48.4%	6.9%
ASCH	5.4%	13.9%	45.9%	4.7%
ST	7.4%	16.7%	31.6%	1.6%

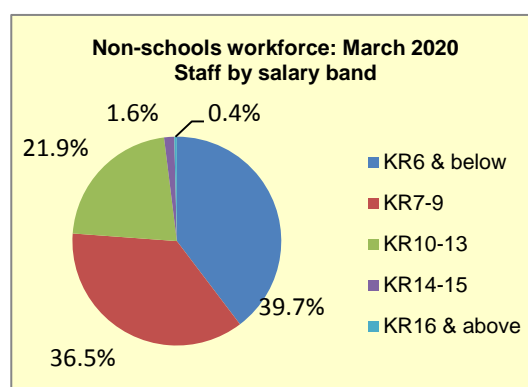
Directorates: Leadership Group (excluding CRSS) March 2020				
	aged 25 and under	aged 30 and under	aged 50 and over	aged 65 and over
CYPE		4.0%	60.4%	1.0%
GET		0.0%	60.4%	6.3%
ASCH		0.0%	61.8%	0.0%
ST		1.8%	46.8%	0.0%

CRSS = Casual, Relief, Sessional and Supply staff

Leadership Group = Kent Scheme staff on KR13 or above and certain groups of staff with a minimum salary of £52,713

APPENDIX 4 - SALARIES

Non-schools workforce: Staff by salary band (All staff on Kent Range grades)				
Grade	Mar-19		Mar-20	
	Count	%	Count	%
KR6 & below	3,415	41.2%	3,372	39.7%
KR7-9	2,907	35.1%	3,103	36.5%
KR10-13	1,807	21.8%	1,859	21.9%
KR14-15	130	1.6%	133	1.6%
KR16 & above	32	0.4%	34	0.4%
	8,291	100.0%	8,501	100.0%



Directorates: Staff by salary band (All staff on Kent Range grades)								
	CYPE		GET		ASCH		ST	
	Mar-19	Mar-20	Mar-19	Mar-20	Mar-19	Mar-20	Mar-19	Mar-20
KR6 & below	31.5%	29.0%	55.5%	53.7%	47.8%	48.4%	18.4%	17.4%
KR7-9	41.7%	43.5%	27.4%	29.1%	35.1%	35.7%	28.6%	29.4%
KR10-13	25.1%	25.3%	15.8%	16.1%	16.4%	15.3%	44.1%	45.5%
KR14-15	1.6%	2.2%	0.8%	0.8%	0.6%	0.5%	6.4%	5.1%
KR16 & above	0.1%	0.1%	0.4%	0.3%	0.1%	0.1%	2.4%	2.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figures based on staff with KR in grade name and exclude CRSS (Casual, Relief, Sessional and Supply) staff

APPENDIX 5 - RECRUITMENT

Non-schools workforce: Recruitment by diversity strand

Disability summary												
Breakdown of applicants at each stage	2018/19						2019/20					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Disabled = Yes	991	4.8	379	5.5	72	4.1	1,198	5.3	466	6.6	90	5.2
Disabled = No	19,628	95.2	6,495	94.5	1,665	95.9	21,533	94.7	6,567	93.4	1,648	94.8
<i>Total excluding 'Choose not to declare'</i>	20,619	100.0	6,874	100.0	1,737	100.0	22,731	100.0	7,033	100.0	1,738	100.0
Chose not to declare	375		133		170		434		142		198	
<i>Total including 'Choose not to declare'</i>	20,994		7,007		1,907		23,165		7,175		1,936	

BME summary												
Breakdown of applicants at each stage	2018/19						2019/20					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
BME = Yes	3,741	17.9	1,012	14.6	205	10.9	4,055	17.7	979	13.8	237	12.4
BME = No	17,177	82.1	5,914	85.4	1,681	89.1	18,803	82.3	6,110	86.2	1,671	87.6
<i>Total excluding 'Choose not to declare'</i>	20,918	100.0	6,926	100.0	1,886	100.0	22,858	100.0	7,089	100.0	1,908	100.0
Chose not to declare	289		81		21		307		86		28	
<i>Total including 'Choose not to declare'</i>	21,207		7,007		1,907		23,165		7,175		1,936	

Gender summary												
Breakdown of applicants at each stage	2018/19						2019/20					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Female	14,217	75.2	4,956	77.1	1,448	78.1	17,032	73.5	5,622	78.4	1,532	80.0
Male	4,689	24.8	1,475	22.9	407	21.9	6,126	26.5	1,549	21.6	382	20.0
<i>Total excluding 'Choose not to declare'</i>	18,906	100.0	6,431	100.0	1,855	100.0	23,158	100.0	7,171	100.0	1,914	100.0
Chose not to declare	131		45		13		0		0		0	
<i>Total including 'Choose not to declare'</i>	19,037		6,476		1,868		23,158		7,171		1,914	

Transgender summary												
Breakdown of applicants at each stage	2018/19						2019/20					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Transgender = Yes	488	2.0	186	2.0	46	3.0	93	0.0	29	0.0	4	0.0
Transgender = No	20,293	98.0	6,742	98.0	1,834	97.0	22,827	100.0	7,062	100.0	1,904	100.0
<i>Total excluding 'Choose not to declare'</i>	20,781	100.0	6,928	100.0	1,880	100.0	22,920	100.0	7,091	100.0	1,908	100.0
Chose not to declare	213		79		27		245		84		28	
<i>Total including 'Choose not to declare'</i>	20,994		7,007		1,907		23,165		7,175		1,936	

APPENDIX 5 - RECRUITMENT

Religion/Belief summary												
Breakdown of applicants at each stage	2018/19						2019/20					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Religion/Belief = Yes	10,346	52.0	3,467	52.6	919	51.4	10,791	49.2	3,371	50.1	934	51.0
Religion/Belief = No	9,534	48.0	3,122	47.4	869	48.6	11,142	50.8	3,355	49.9	897	49.0
Total excluding 'Choose not to declare'	19,880	100.0	6,589	100.0	1,788	100.0	21,933	100.0	6,726	100.0	1,831	100.0
Chose not to declare	1,114		418		119		1,232		449		105	
Total including 'Choose not to declare'	20,994		7,007		1,907		23,165		7,175		1,936	

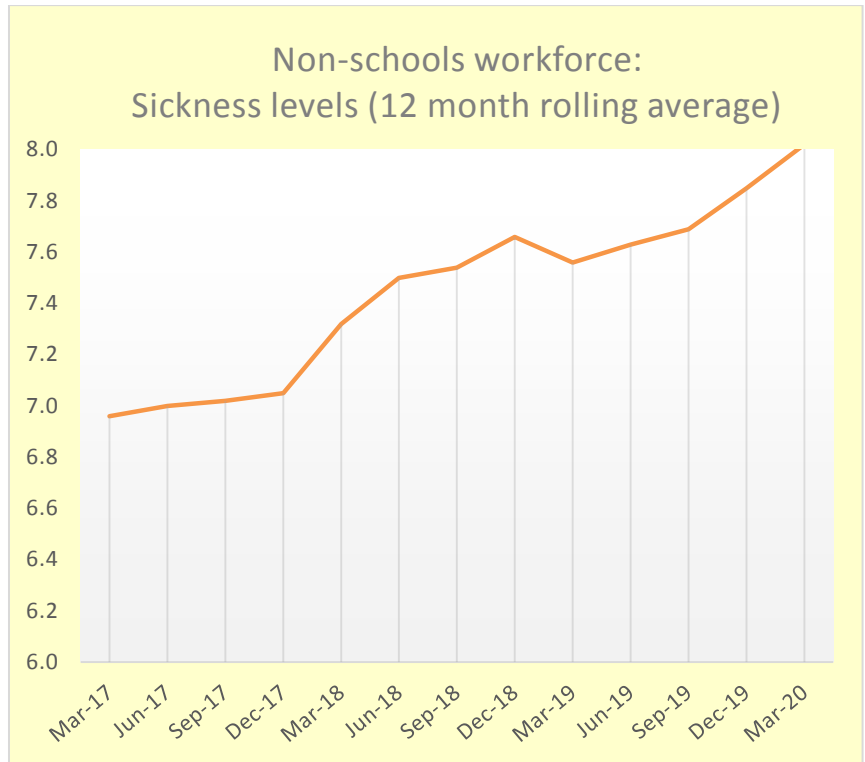
Sexual Orientation summary												
Breakdown of applicants at each stage	2018/19						2019/20					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Heterosexual = Yes	18,999	95.7	6,306	95.6	1,703	95.7	20,819	95.1	6,446	95.2	1,743	96.1
Heterosexual = No	848	4.3	290	4.4	77	4.3	1,074	4.9	325	4.8	70	3.9
Total excluding 'Choose not to declare'	19,847	100.0	6,596	100.0	1,780	100.0	21,893	100.0	6,771	100.0	1,813	100.0
Chose not to declare	1,147		411		127		1,272		404		123	
Total including 'Choose not to declare'	20,994		7,007		1,907		23,165		7,175		1,936	

Age summary												
Breakdown of applicants at each stage	2018/19						2019/20					
	Applied		Shortlisted		Hired		Applied		Shortlisted		Hired	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Up to 19	649	3.1	245	3.6	64	3.4	715	3.1	238	3.4	90	4.7
20 - 25	4,573	22.1	1,129	16.4	300	15.9	5,474	24.0	1,304	18.5	317	16.6
26 - 35	5,422	26.2	1,748	25.4	470	25.0	6,137	26.9	1,795	25.4	502	26.3
36 - 45	4,623	22.3	1,611	23.4	424	22.5	4,745	20.8	1,574	22.3	434	22.7
46 - 55	3,911	18.9	1,560	22.6	419	22.3	4,129	18.1	1,511	21.4	390	20.4
56 - 65	1,460	7.1	575	8.3	164	8.7	1,595	7.0	617	8.7	168	8.8
over 65	55	0.3	21	0.3	42	2.2	58	0.3	17	0.2	10	0.5
Total excluding 'Choose not to declare'	20,693	100.0	6,889	100.0	1,883	100.0	22,853	100.0	7,056	100.0	1,911	100.0
Chose not to declare	301		118		24		312		119		25	
Total including 'Choose not to declare'	20,994		7,007		1,907		23,165		7,175		1,936	

APPENDIX 6 - SICKNESS

Non-schools workforce: Sickness levels Mar17 to Mar20

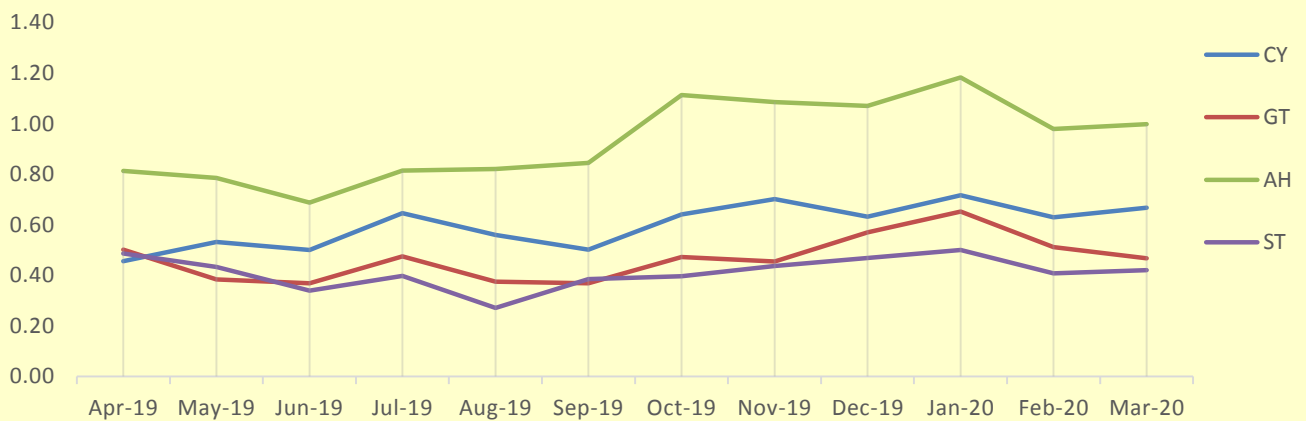
Month	Days lost per FTE in month	12 month rolling average
Mar-17	0.60	6.96
Jun-17	0.50	7.00
Sep-17	0.56	7.02
Dec-17	0.64	7.05
Mar-18	0.66	7.32
Jun-18	0.60	7.50
Sep-18	0.56	7.54
Dec-18	0.62	7.66
Mar-19	0.63	7.56
Jun-19	0.53	7.63
Sep-19	0.59	7.69
Dec-19	0.75	7.85
Mar-20	0.71	8.02



Directorates: Sickness

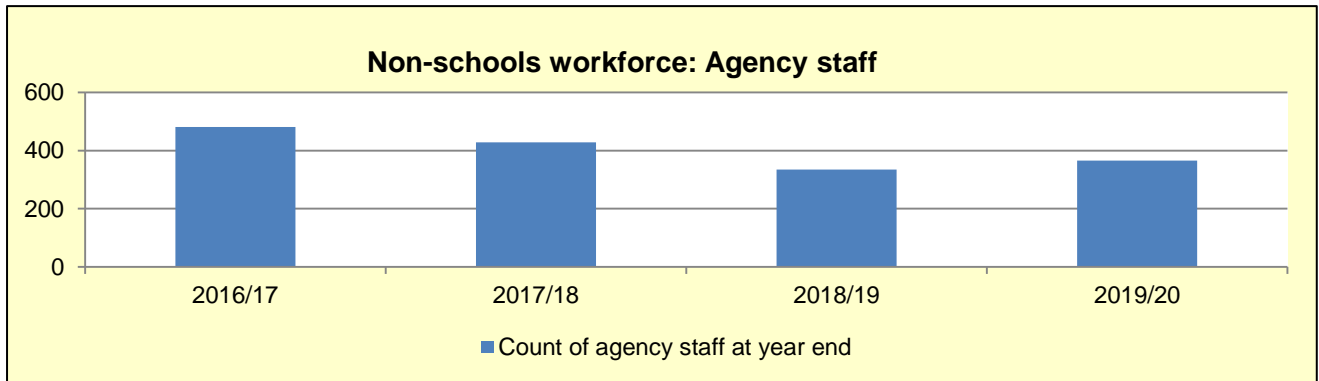
Directorate	Days lost per FTE												TOTAL
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	
CYPE	0.46	0.53	0.50	0.65	0.56	0.50	0.64	0.70	0.63	0.72	0.63	0.67	7.19
GET	0.50	0.38	0.37	0.48	0.37	0.37	0.47	0.45	0.57	0.65	0.51	0.47	5.60
ASCH	0.81	0.79	0.69	0.81	0.82	0.84	1.11	1.09	1.07	1.18	0.98	1.00	11.19
ST	0.49	0.43	0.34	0.40	0.27	0.38	0.40	0.44	0.47	0.50	0.41	0.42	4.94

Sickness levels by month - Days lost per FTE



APPENDIX 7 - AGENCY STAFF

Non-schools workforce: Agency staff				
	2016/17	2017/18	2018/19	2019/20
Count of agency staff at year end	481	428	335	365
Spend in year	£22,599,819	£18,292,929	£17,427,086	£16,777,863
Staffing budget for year	£326,647,315	£323,824,849	£312,551,801	£316,287,162
Agency spend in year as % of staffing budget	6.9%	5.7%	5.6%	5.3%



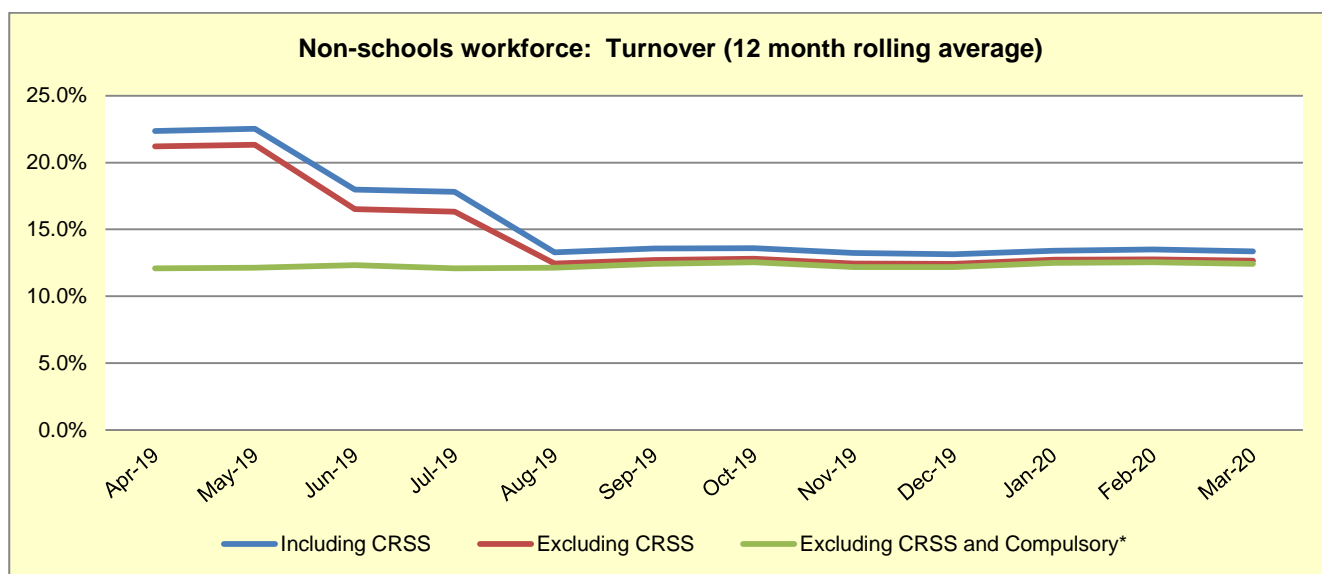
Directorates: Agency staff	
Directorate	2019/20
CYPE	260
GET	27
ASCH	45
ST	33
Total	365

APPENDIX 8 - TURNOVER

Non-schools workforce: Turnover (12 month rolling average)

	Apr19	May19	Jun19	Jul19	Aug19	Sep19	Oct19	Nov19	Dec19	Jan20	Feb20	Mar20
Including CRSS	22.4%	22.5%	18.0%	17.8%	13.3%	13.6%	13.6%	13.2%	13.2%	13.4%	13.5%	13.4%
Excluding CRSS	21.2%	21.3%	16.5%	16.3%	12.4%	12.7%	12.8%	12.5%	12.4%	12.7%	12.8%	12.7%
Excluding CRSS and Compulsory*	12.1%	12.1%	12.3%	12.1%	12.1%	12.4%	12.5%	12.2%	12.2%	12.5%	12.5%	12.4%

*Actual leaving reasons excluded = Compulsory Redundancy, Employee Transfer and TUPE transfer



Directorates: Turnover (12 month rolling average - including CRSS)

Directorate	Apr19	May19	Jun19	Jul19	Aug19	Sep19	Oct19	Nov19	Dec19	Jan20	Feb20	Mar20
CYPE	27.4%	28.0%	28.1%	28.1%	15.0%	14.9%	14.3%	14.1%	14.1%	14.7%	15.1%	14.9%
GET	13.8%	13.6%	13.8%	13.4%	14.3%	14.6%	15.4%	14.6%	14.3%	14.5%	13.9%	13.7%
ASCH	10.8%	10.7%	11.2%	11.1%	11.3%	11.8%	11.9%	11.8%	11.7%	11.6%	11.9%	12.0%
ST	64.1%	66.2%	12.1%	12.3%	11.8%	12.4%	12.4%	11.3%	11.5%	11.8%	11.5%	11.1%

Directorates: Turnover (12 month rolling average - excluding CRSS)

Directorate	Apr19	May19	Jun19	Jul19	Aug19	Sep19	Oct19	Nov19	Dec19	Jan20	Feb20	Mar20
CYPE	26.1%	26.5%	26.8%	26.5%	14.7%	14.7%	14.4%	14.2%	14.2%	14.7%	15.0%	14.9%
GET	11.3%	11.5%	11.7%	11.6%	12.2%	12.7%	13.5%	12.7%	12.9%	13.1%	12.5%	12.1%
ASCH	10.0%	10.0%	10.5%	10.4%	10.7%	11.0%	11.1%	11.1%	10.9%	11.0%	11.2%	11.3%
ST	63.0%	64.4%	11.5%	11.8%	11.2%	11.7%	11.7%	10.5%	10.7%	10.9%	10.7%	10.4%

CRSS = Casual, Relief, Sessional and Supply staff

APPENDIX 9 - LEAVERS BY LEAVING REASON

Leaving Reason	2019/20
Resignation - New Employment	316
Resignation - Other	263
Retirement - Normal	115
Resignation - Personal /Domestic Reasons	83
Resignation - Career Development	49
End of Fixed Term Contract	34
Voluntary Redundancy	34
Mutual Termination	30
PR/Casual - Not Claimed in the last 12 months	27
Contract Terminated within Probation	21
Resignation - Nature of Work	13
Compulsory Redundancy	12
End of Temporary Contract	9
Termination of Supply/Sessional Staff	9
Early Retirement - Ill Health (Tier 1)	7
Unknown	7
Deceased	6
Resignation - Pay	5
Dismissal - Conduct	4
Resignation - Competition from other employers	4
Voluntary Early Retirement	4
Resignation - Conditions of employment	3
Blank	2
Dismissal - Capability - Performance	1
Dismissal - Capability Health	1
TOTAL	1059

Note:

Analysis by leaving reason relates only to staff that have left the Authority

Leavers by leaving reason 2019/20 (grouped)		
Grouping	2019/20	Proportion
Dismissal	36	3.4%
Redundancy	46	4.3%
Resignation	736	69.5%
Retirement	126	11.9%
Transfer	0	0.0%
Other	115	10.9%

APPENDIX 10 - SCHOOLS

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.

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 347 FTE to 10,368.1 FTE since 31 March 2019. The headcount in schools fell by 568. If CRSS staff are excluded from the headcount figures, the reduction over the year is 483.

The School Workforce Census

The annual census of all Local Authority schools, the School Workforce Census (SWC) took place in November 2019 and showed that there were 329 schools in Kent, comprising of 280 Primary schools, 28 Secondary schools (inc 6 PRUs) and 21 Special schools.

Between December 2018 and November 2019, 15 schools left KCC to adopt Academy status all of these were Primary schools.

During the period 1 September 2018 to 31 August 2019, a total 70,752 days were lost due to sickness by school-based staff, and approximately 19,729 of these were taken by teaching staff.

**Notes:*

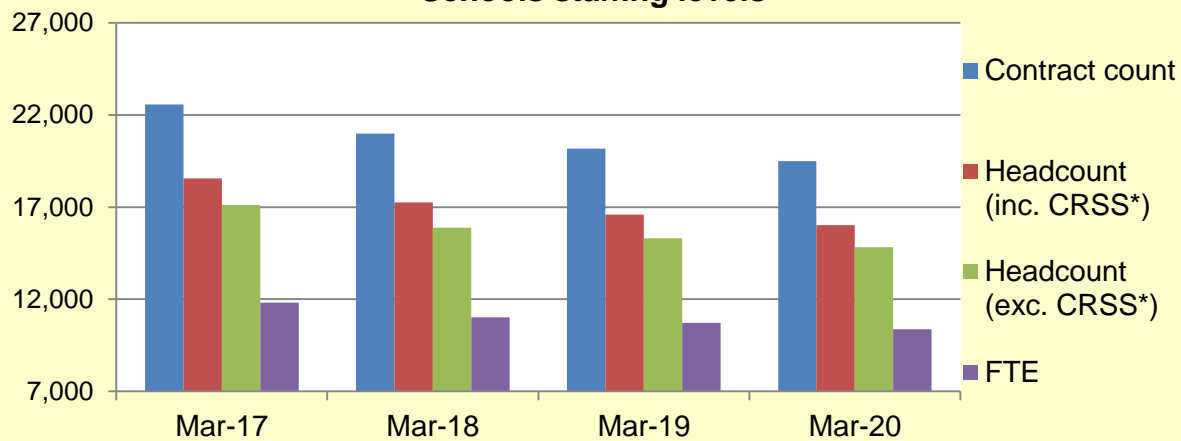
Source = School Workforce Census November 2019

The collection of absence details is not mandatory for non-teaching staff

Absence data is included for staff employed during the year, but whose contract expired before the census date.

Schools workforce: Staffing levels						
	Mar-17	Mar-18	Mar-19	Mar-20	Change (to 1 d.p.) Mar-19 to Mar-20	
					Change	%
Contract count	22,565	20,989	20,170	19,501	-669	-3.3%
Headcount (inc CRSS*)	18,559	17,252	16,586	16,018	-568	-3.4%
Headcount (exc CRSS*)	17,118	15,875	15,302	14,819	-483	-3.2%
FTE	11,818.8	11,018.0	10,715.0	10,368.1	-347	-3.2%

Schools staffing levels



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By: Shellina Prendergast – Cabinet Member for Communications,
Engagement & People
Amanda Beer – Corporate Director – People & Communications

To: Personnel Committee – briefing

Date: 4 June 2020

Subject: The Kent Code

Classification: **Unrestricted**

SUMMARY: This paper provides an overview of a refresh of The Kent Code.

1. INTRODUCTION

- 1.1 HR & OD undertake a rolling review programme of the County Council's employment policies. This provides a structured opportunity to refresh them by incorporating feedback from staff and managers; responding to any case law and other legal requirements; ensuring they meet the requirements of the organisation and the delivery of the People Strategy; and building in improvements from our practice and the application of the policies.
- 1.2 The Kent Code has recently been reviewed. This paper provides Personnel Committee with an update on the changes to the Code (Appendix 1).

2. BACKGROUND

- 2.1 The Kent Code sets out guidelines for the conduct of KCC's employees. It helps maintain standards and protect employees from misunderstanding or criticism. The basic standards of conduct, as set out in the document, also apply to volunteers, agency workers and others working within KCC such as those who are on work placements and work experience.
- 2.2 The Code forms part of an employee's conditions of service. It is the responsibility of staff to apply the standards within their work and should be read and actioned alongside other relevant documents including professional codes, policies and guidance (such as those issued by Social Work England, the Health and Care Professions Council (HCPC), Public Health, the Nolan Principles, the Chartered Institute of Finance & Accounting (CIPFA) etc.). Any employee acting outside the standards may be subject to disciplinary action.

3. THE CHANGES

- 3.1 The iteration of the Code appended to this document has several key changes compared to the previous version. The main changes are:

- a) The scope of the document now includes explicit reference to volunteers, agency workers and others working in KCC such as people on work placements and work experience.
- b) A more explicit requirement for staff to disclose to their line manager details of any arrest, police investigation, criminal or civil proceedings etc.
- c) Stronger wording relating to employees disclosing matters which could call into question their employment with KCC or bring it into disrepute
- d) Inclusion of wording which directs staff to disclose any personal relationship with another staff member if this has the potential to give rise to a conflict of interests
- e) Stronger reinforcements of the Authority's expectation that staff act in an inclusive manner and with respect
- f) Reinforcement of the requirements regarding certain mandatory training (e.g. GDPR, equality in recruitment)

3.2 The full list of changes is at appendix 2.

4. RECOMMENDATIONS

4.1 Personnel Committee is asked to note the revisions made to The Kent Code

Paul Royel
Head of HR & OD
Ext 416631

Background Documents: None

The Kent Code

Issued by the Human Resources Team



Introduction

The public expects the highest standards of conduct and service from all employees of KCC.

This Code sets out guidelines for the conduct of KCC employees to maintain standards and protect employees from misunderstanding or criticism. The basic standards of conduct, as set out in this document, also apply to volunteers, agency workers and others working within KCC such as those who are on work placements and work experience.

It refers to statements and requirements contained within the Kent Scheme Terms & Conditions of Service, KCC Financial Regulations and other documents. These are either available via KNet or through your line manager.

This Code forms part of your conditions of service. It is your responsibility to read and apply the standards set out in this and relevant documents including professional codes, policies and guidance (such as those issued by Social Work England, the Health and Care Professions Council (HCPC), Public Health, the Nolan Principles (see Appendix 1), the Chartered Institute of Finance & Accounting (CIPFA) etc). Any employee acting outside the standards could be subject to disciplinary action.

A. Standards of Service

1. You will provide appropriate advice to Councillors, work colleagues and the public with impartiality.
2. You will be expected, through agreed procedures, such as KCC's Whistleblowing Procedure, and without fear of recrimination, to bring to the attention of management any irregularity in the provision of service.
3. In accordance with financial procedures, if an irregularity occurs or is suspected which may involve financial loss, you must report it immediately to the Head of Internal Audit.
4. As a KCC employee you are expected to behave at all times in a professional manner towards your colleagues, service users, partners, contractors or members of the public and in such a way that does not bring KCC into disrepute – this includes matters of conduct outside of the workplace.

Reviewed: April 2020

5. You are required to disclose at the earliest possible opportunity to your line manager if you are arrested and/or are the subject of a criminal investigation by the Police. You must also advise your manager of any resulting action, e.g. the issuing of caution, police warning or the progression of a criminal or civil case against you.
 6. You are required to make your line manager aware of any matters which could call into question, or could have a bearing on, your employment with KCC and/or could bring KCC into disrepute.
 7. You must discuss with your line manager* any close personal relationship with another employee if this has the potential to give rise to a conflict of interests.
- * or with your grandparent manager if your disclosure relates to a personal relationship with your line manager
8. You are expected to abide by and demonstrate KCC's values, which can be found on KNet.
 9. Your engagement or involvement with other organisations should not contravene or compromise KCC's policies or strategies, e.g. Public Health policies.
 10. Complaints against employees will be investigated and individuals who are found not to uphold professional standards of service and conduct will be subject to a formal investigation and possible disciplinary action.
 11. In order to assist KCC in delivering the Public Sector Equality Duty, you are expected to respect, incorporate and promote diversity and inclusion in your day to day work. Further information about the Public Sector Equality Duty is included in Appendix 2.

B. Harassment

1. Harassment, bullying, intimidation, unfair discrimination or victimisation, by or against employees, partner agencies and service users will not be tolerated.
2. You have a duty to ensure the standard of conduct for yourself and for colleagues respects at all times the dignity of others and does not cause offence.
3. You should act in such ways as to avoid all forms of unacceptable behaviour in relation to other employees, partner agencies and service users of KCC.

C. Data Protection and Confidentiality

1. The Data Protection Act 2018 and the General Data Protection Regulation (GDPR) sets principles for how personal information can be obtained, held, used or disclosed. You must apply these principles and comply with related policies.
2. You must complete the mandatory information governance and data protection training and the required refresher training every two years.
3. Where you have access to confidential, politically and/or commercially sensitive or personal information:

- a. You must not use it for personal reasons or benefit or pass it on to others who might use it in such a way. This includes information about the work of KCC, its employees or members of the public.
 - b. You must respect the privacy and confidentiality of our customers and your colleagues.
 - c. Inappropriate disclosure of information will render you liable to disciplinary action and could lead to criminal prosecution. This will continue to apply after employment has ended in the case of highly confidential information (which is not otherwise in the public domain) and may also lead to civil legal proceedings being taken by KCC. You should contact your line manager if you are in any doubt as to what information KCC considers highly confidential in your service area.
4. You must not misuse your position to request or gain information unnecessary to carrying out your work.
 5. You are responsible for the accuracy and legibility of records you create or use in the performance of your duties.

Additional sources of information, including KCC's Privacy Notice and associated guidance, can be found on KNet, with further advice and guidance available on the Information Governance and Freedom of Information pages, including the Information Governance Toolkit.

D. Whistleblowing

1. KCC is committed to the highest possible standards of openness, honesty and accountability.
2. If you become aware of, or directly witness, situations or conduct that make you feel uncomfortable or which you regard as inappropriate you should raise any such serious concerns in accordance with the Whistleblowing Procedure. This provides a means for you to raise concerns about matters not related to your own employment or your work within KCC but which you feel need to be examined. It is intended to encourage you to feel able to raise serious concerns internally within KCC, without fear of reprisal or victimisation, rather than overlooking a problem or raising the matter outside.

Further information is available within the Whistleblowing Policy and Procedure on KNet.

E. Political Neutrality

1. As an employee you serve the Council as a whole. It follows that you must serve **all** elected Members and not just those of the controlling group and you must ensure the individual rights of all elected Members are respected.

2. You may be in a post in which you advise political groups. If you do, you must act with political neutrality. Whilst you may have your own political opinions, you must avoid carrying out your duties in a way which reveals your political affiliation.
3. Some Local Authority Officer roles are politically restricted and therefore post holders are restricted from undertaking any form of political activity. They are:
 - (a) the Head of Paid Service (Corporate Director Strategic & Corporate Services);
 - (b) the statutory Chief Officers (Chief Finance Officer (Corporate Director of Finance & Procurement), Chief Education Officer, Director of Children's Services (Corporate Director Adult Social Care and Health) and Director of Adult Social Services (Corporate Director Children, Young People and Education), Monitoring Officer (General Counsel), Director of Public Health);
 - (c) the non-statutory Chief Officers (all officers who report directly to the Head of Paid Service or who report directly or are directly accountable to the local authority or any committee or sub-committee of the authority, other than those whose duties are solely secretarial or clerical);
 - (d) the Deputy Chief Officers (those who report directly to Chief Officers, other than those whose duties are solely secretarial or administrative);
 - (f) Political assistants;
 - (g) Officers who give advice on a regular basis to KCC, to any committee or sub-committee of KCC or to any joint committee on which KCC is represented;
 - (h) Officers who speak on behalf of KCC on a regular basis to journalists or broadcasters;
 - (i) Officers to whom powers are delegated.

Further advice can be sought from Democratic Services.

4. You must seek legal advice if you wish to stand for election as a Councillor for KCC or any other local authority as it could impact upon your employment. Whilst it is not legally possible to continue to work for KCC if you are elected as a KCC Councillor you may be able to serve in public office for other organisations, including other councils. You should obtain advice from the political party for which you are standing to ensure there is no conflict of interest and your political allegiance does not compromise your working life.
5. If you are involved in politics in your private time, you must not carry out any political activity which might lead the public to think you are acting in your capacity as a KCC employee. It is particularly important, if you are a Member with another council, to keep your two roles separate and not use confidential information obtained in one capacity within the other.

F. Relationships

1. Elected Members

Mutual respect between employees and Members is essential to good local government. Close personal familiarity between employees and individual Members can damage the relationship and prove embarrassing to other employees and Members and should therefore be avoided.

2. The local community and service users

You should always remember your responsibilities to the community you serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community as defined by KCC policies.

3. Media

If you are not authorised to deal with representatives of the media, you should refer any enquiries you receive to your line manager or to KCC's Press Office.

As a Member-led local authority, Members have to sign off and agree any responses to the media. In addition, the appropriate Director should also be made aware in order to authorise any media response.

If you have specific authority to deal with media enquiries, as agreed by your Cabinet Member, Director and the Press Office, you should only reply to requests for information or questions which relate to the facts of a situation and ensure that you notify the Press Office of any information or comment that you pass on to the media.

If an expression of opinion or official statement of policy is needed, you must speak to your Head of Service.

Every assistance should be given to Members who need information to deal with questions from the media. You should refer to the Press Office Manager on 03000 418080 for further advice if you are unsure of the protocols.

If you speak as a private individual directly to the press, or at a public meeting or other situation where your remarks may be reported to the press, ensure nothing you say might lead the public to think you are acting in your capacity as a KCC employee.

If you speak on behalf of a recognised trade union you must make it clear that the views you are expressing are those of the trade union you represent and not KCC's.

4. Contractors/Consultants

All relationships of a business or private nature with internal or external contractors or consultants, or potential contractors or consultants, should be made known to an appropriate senior manager as they have the potential to seriously compromise KCC decisions.

Orders and contracts must be awarded in accordance with Spending the Council's Money (which is available on KNet).

G. Staff Appointments and Other Employment Matters

1. If you are involved in appointing staff, you must ensure decisions to appoint are made on the basis of merit. It would be unlawful to make an appointment based on anything other than the ability of the candidate to undertake the duties of the post.
2. KCC has a detailed process for the appointment of staff that must be followed scrupulously by all employees involved in appointments at all times. Employees involved in the process of staff appointments should undertake the available Recruitment & Selection training course and the E-learning on Equality & Diversity in Recruitment and Selection in KCC and Unconscious Bias.
3. To avoid any possible accusation of bias, you should not be involved in an appointment where an applicant is someone with whom you have a close personal relationship.
4. Similarly, you should not be involved in decisions relating to discipline, managing performance and capability issues, promotion or pay adjustments for any other employee who is someone with whom you have a close personal relationship.
5. As a KCC employee you are required to disclose any criminal conviction, warning, caution or reprimand as this may have potential impact on your job.
6. If you line manage staff, you may give an employer's reference on behalf of KCC for a member of staff or an ex-member of staff, unless otherwise informed. You owe a legal duty of care to ensure the reference is based on fact. If you are asked to provide a reference you are strongly advised to follow the guidelines on employer's references available on KNet and to contact your line manager if you have any concerns.

H. Outside Commitments

1. You must be clear about your contractual obligations and should not take additional or external employment (paid or unpaid) which conflicts with KCC's interests. Therefore, you must discuss with your line manager and obtain their consent before taking up additional employment elsewhere in KCC or with another employer.
2. Where you are permitted to take external employment, no external work of any sort should be undertaken on KCC premises.
3. Use of facilities such as telephones, computers etc is forbidden and correspondence and incoming phone calls related to external work are not permitted.
4. These provisions do not apply to public appointments (e.g. as a magistrate).
5. You may, in a professional capacity whilst undertaking additional or external work, publish books and articles, give lectures or speak on radio or television and may illustrate these by reference to KCC's activities or policies, but your Corporate Director must be consulted before doing so. You must be clear that any views you express are your own and not necessarily those of KCC.

6. You may retain lecturing fees under the following conditions only:
- Officers who lecture in their own time for other organisations may retain the whole of any fee payable.
 - Officers who are permitted to lecture to external organisations in KCC's time may retain half of any fee payable.
 - Fees will not be paid to officers who lecture on any of KCC's internal courses, whether in their own time or not.

I. Personal Interests

1. You must declare annually to your line manager and via Employee Self Service (if you have access) any financial and non-financial interests or commitments which may conflict with KCC's interests, including key strategies and policies. If a potential conflict of interest is identified this will be referred to the relevant Head of Service (or equivalent level of management).

Membership of, or activity on behalf of, a recognised trade union or professional society does not constitute such an interest.

KCC encourages you to take an active part in the life of your community. This Code does not seek to discourage such involvement. If there is any doubt, advice should be sought from your line manager.

2. You should declare to an appropriate senior manager membership of any organisation, lodge, chapter, society, trust or regular gathering or meeting which is not open to members of the public who are not members of that lodge, chapter, society or trust or requires secrecy about its rules, membership or conduct.
3. In addition to the above, you should advise an appropriate senior manager of your membership of any such organisation where in a specific instance such membership constitutes (or could be perceived as) a conflict of interest.
4. KCC Financial Regulations specify that employees who have a direct or indirect financial interest in a contract shall not be supplied with, or given access to, any tender documents, contracts or other information relating to them, without the authority of the relevant Corporate Director.
5. You must advise a senior manager if you are declared bankrupt or are involved as a Director of a company which is wound up or put into voluntary liquidation if it may impact upon your role and duties. Such information will be treated in the strictest confidence.
6. Intellectual Property Rights are relevant to patents, copyright, database rights, registered and unregistered design rights, trademarks, utility models, plant variety rights and other intellectual property, applications for registration of any of the same, confidential information and know how, whether in all cases registered or unregistered.

Where you make or create any Intellectual Property Rights that may be of benefit to KCC in the course of your normal duties, you should inform your manager in writing

and, unless an alternative agreement is reached with the relevant Corporate Director, KCC is generally considered the 'owner' so far as the law allows.

J. Equality Issues

You should ensure that policies relating to equality issues are complied with, in addition to the requirements of the law. All members of the local community, customers, clients, job applicants and employees have a right to be treated with fairness and equity.

K. Separation of Roles during Tendering

1. If you are involved in the tendering process and dealing with contractors, you must be clear about the separation of client commissioners and contractor/provider roles within KCC. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness.
2. If you have access to confidential information on tenders or costs for either internal or external contractors, you must not disclose that information to any unauthorised party or organisation.
3. You should ensure no special favour is shown to current or recent former employees or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity. Reference must be made to Spending the Council's Money (available on KNet).

L. Gifts and Hospitality

1. In accordance with the Council's Anti-Bribery Policy, you should not accept significant personal gifts from contractors, clients or outside suppliers as this could both compromise you personally and KCC. It is a serious criminal offence to receive or give any gift, loan, fee, reward or advantage to anyone in your capacity as a KCC employee. Minor articles, e.g. diaries, calendars, office items and the like, will not be regarded as a gift. However, consider how these could be perceived in relation to KCC's strategies and policies (e.g. receiving an item that may promote a tobacco company) and, if there is any doubt, a gift should be refused.
2. If you receive unsolicited gifts, they must be returned with a polite refusal letter to the sender. You should also inform your manager.
3. You may not accept legacies from clients or others who may have benefited from your services delivered on behalf of KCC. If you are named as a beneficiary, you should immediately inform your manager.
4. You should only accept offers of hospitality if there is a genuine need to impart information or represent KCC in the community and where you are satisfied that any decisions or strategies and policies are not and will not be compromised. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where KCC should be seen to be represented. They should be properly authorised by your line manager and recorded locally in advance of the event.

KCC should meet the costs of all visits to reference sites, supplier's premises etc to avoid jeopardising the integrity of any subsequent decisions.

5. When hospitality has to be refused, the invitation should still be recorded.
6. All gifts and hospitality, including those that are declined, must be recorded using Employee Self Service. A guide to using Employee Self Service to declare gifts and hospitality is available on KNet.
7. Many supermarkets, petrol stations and high street stores offer loyalty cards for customers as an incentive to purchase from them. There are various types of loyalty cards, which offer a variety of rewards or bonuses, and it is likely you will have at least one of these cards for your personal use. You should not use your personal loyalty cards when purchasing goods or services on behalf of KCC or its clients. The use of such cards may compromise your professional integrity, particularly if the retail outlet or supplier was chosen because they offer you additional reward and not because it provided the greatest benefit and cost effectiveness to KCC or its clients.
8. Likewise, many credit card companies offer loyalty rewards. The use of personal credit cards to purchase goods or services on behalf of KCC or its clients should be avoided unless no other means of purchase is available.
9. Should any loyalty rewards be received whilst undertaking KCC business where there is no means of these being transferred to KCC, then they can be regarded as the property of the individual employee, e.g. frequent traveller programmes, hotel loyalty awards etc.

M. Sponsorship - Giving and Receiving

1. Where an outside organisation wishes to sponsor a KCC activity, whether by invitation, tender, negotiation, voluntarily or in response to an approach by KCC to potential sponsors, you should:
 - a. refer, at the earliest possible stage, to the Anti-Bribery Policy and the Sponsorship Policy & Guidance generally and the section on procurement in particular
 - b. follow the basic conventions concerning the acceptance of gifts or hospitality and record these arrangements locally.
2. Where KCC wishes to sponsor an event or service, neither you nor your partner, spouse, close friend or relative must benefit from such sponsorship. Similarly, where KCC, through sponsorship, grant aid, financial or other means, gives support in the community, you should ensure impartial advice is given and there is no conflict of interest involved.

N. Health and Safety at Work

1. You must, by law, take reasonable care for your own health and safety and that of other people who may be affected by anything you do at work. The use of illegal drugs or misuse of other drugs or alcohol to the extent it affects health, work performance, attendance, conduct or relationships at work is not acceptable. (For further information see KCC's Drugs & Alcohol Policy on KNet.)

2. KCC has comprehensive policies on Health and Safety which cover all you need to know about compliance with legislation, standards and KCC procedures in connection with health, safety and welfare at work.

O. Equipment and Materials

1. KCC's telephones, computer systems, other equipment and materials are the property of KCC and are provided for employees' business purposes and for interaction with the public in the delivery of services.
2. Some personal use of KCC's electronic communication facilities and devices including phone, internet and email is permitted, provided it is within the scope of KCC's ICT Acceptable Use Policy and ICT User Standards.
3. No software can be used unless there is proof of legal registration to KCC under the Copyright, Designs and Patents Act. No personal software may be used on KCC equipment. It is a criminal offence to knowingly use or make unauthorised copies of KCC registered software.

P. Use of Financial Resources

1. You must ensure you use public funds entrusted to you in a responsible and lawful manner. They must be fully approved and used for the purpose for which they are intended.
2. You should ensure value for money to the local community and avoid legal challenge to KCC.
3. KCC's Financial Regulations and Anti-Fraud & Corruption Strategy must be adhered to at all times.

RELATED POLICIES, PROCEDURES, GUIDELINES AND SUPPORT – these are available on KNet:

- * Drugs & Alcohol Policy
- * Equality & Diversity Policy Statement
- * Equality & Human Rights Policy
- * Managing Stress at Work Policy* KCC's Financial Regulations
- * Spending the Council's Money
- * Anti-Fraud & Corruption Strategy
- * ICT Acceptable Use Policy
- * ICT User Standards
- * Whistleblowing Policy and Procedure
- * Smoking and E-cigarette Policy
- * References Guidance
- * Health & Safety policies, procedures and guidance
- * Resolution Policy & Procedure
- * International Travel Guidance
- * Expenses Policy, Procedure & Guidance
- * Anti-Bribery Policy

Alternative Formats

This document is available in other formats. Call 03000 421553 or email alternativeformats@kent.gov.uk

The 7 principles of public life

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix 2



What is the Public Sector Equality Duty?

The equality duty was created by the Equality Act 2010 and replaces the race, disability and gender equality duties. The duty came into force in April 2011 and covers age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. It applies in England, Scotland and in Wales. The general equality duty is set out in section 149 of the Equality Act. In summary, those subject to the general equality duty must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnership.

Which protected characteristics does the Public Sector Equality Duty cover?

The Equality Duty covers: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships.

Which bodies are subject to the general Public Sector Equality Duty?

There are two ways that a body can be subject to the general equality duty. Those bodies listed in Schedule 19 of the Equality Act 2010 are subject to the general duty. In addition, any organisation which carries out a public function is subject to the general duty. In this situation, the duty will only apply to the organisation's public functions, not to any private functions it carries out. The list of bodies which are subject to the general duty includes key public authorities like local authorities, health, transport and education bodies, the police, the armed forces and central government departments. The list includes many of the same bodies which were previously covered by the race, disability and gender equality duties.

Who is responsible for enforcing the public sector Equality Duty?

The Equality and Human Rights Commission is responsible for enforcing the equality duty. The Commission may seek to take steps to encourage compliance by public body, before moving to enforcement, where appropriate. The Commission has a number of special statutory powers that it is able to use to enforce the specific duties and the general duty. Both the Commission and affected persons can apply to the High Court for a judicial review in respect of a failure to comply with the general duty.

Under the equality duty, are public authorities required to monitor all of the protected characteristics of their staff?

Because the general equality duty requires you to analyse the effect of your organisation's functions on all protected groups, public authorities will not be able to meet the duty unless they have enough usable information.

If public authorities have not yet achieved a culture where employees or service users are ready to be asked about their sexual orientation, gender identity or religion or belief, they should take steps to engender a culture of trust in which this information could be collected. There may be other means of identifying the issues faced. Analysing national or local research and engagement with people from those groups can be useful for identifying potential issues of concern.

If this information is collected, it is important to explain why the information is being collected, what it will be used for, and how privacy will be protected.

What public authorities need to do on assessing impact on equality under the general equality duty

The general equality duty requires public authorities to have due regard to the need to eliminate discrimination; advance equality of opportunity; and foster good relations – when making decisions and setting policies. To do this, it is necessary for the organisation to understand the potential effects of its activities on different people. Where these are not immediately apparent, it may be necessary to carry out some form of assessment or analysis, in order to understand them.

Case law sets out some very clear guidance on what organisations need to do in order to have 'due regard'. This will be relevant to the equality duty. In particular, decision-makers need to:

- be aware of their responsibilities under the duty
- make sure they have adequate evidence (including from consultation, if appropriate) to enable them to understand the potential effects of their decisions on different people covered by the duty
- consciously and actively consider the relevant matters, in such a way that it influences decision-making
- do this before and at the time a decision is taken, not after the event
- be aware that the duty can't be delegated to third parties who are carrying out functions on their behalf

Case law also suggests that it is good practice to document how decisions were reached.

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Kent Code – Revised version November 2019

Summary of the main amendments

Section	Page No.	Summary of change
Introduction	1	<p>Suggestion that wording is included to identify that the basic standards of conduct also apply to volunteers, agency workers and others working in KCC such as people on work placements and work experience.</p> <p>Change of wording to reflect that the professional body responsible for the registration of Social Workers changes to Social Work England from 2 December. The HCPC will remain the professional body for professions such as Occupational Therapists.</p>
Standards of Service (A5)	2	Inclusion of wording which requires staff to disclose to their line manager details of any arrest, police investigation, criminal or civil proceedings etc.
Standards of Service (A6)	2	Inclusion of wording which requires staff to disclose any matters which could call into question their employment with KCC or bring it into disrepute
Standards of Service (A7)	2	Inclusion of wording which directs staff to disclose any personal relationship with another staff member if this has the potential to give rise to a conflict of interests.
Standards of Service (A11)	2	Suggestion that wording is included which relates to an expectation that employees respect, incorporate and promote diversity and inclusion in their day to day work
Harassment (B1)	2	Inclusion of bullying in the types of unacceptable behaviour
Data Protection & Confidentiality (C1)	2	Updated to reflect 2018 Act and GDPR
Data Protection & Confidentiality (C2)	2	Inclusion of wording regarding the required refresher training
Data Protection & Confidentiality (C5)	3	Inclusion of reference to KCC's Privacy Notice
Staff Appointments & Other Employment Matters (G2)	6	Inclusion of wording that states employees involved in making staff appointments should have undertaken Recruitment & Selection training and E-learning on Equality & Diversity in Recruitment and Unconscious Bias.
Staff Appointments & Other Employment Matters (G4)	6	Inclusion of wording of 'or with whom you are in a relationship'
Staff Appointments &	6	Amended wording regarding the expectation that

Other Employment Matters (G5)		employees will disclose any criminal convictions, cautions, warnings or reprimands.
Personal Interests (I1)	7	Suggested alternative wording for I1 regarding making the declaration to the line manager in the first instance
Gifts & Hospitality (M6)	8	Inclusion of revised wording from the recent review of the rules around gifts and hospitality.
Appendix 1	12	The 7 Principles of Public Life (Nolan Principles)
Appendix 2	13	Public Sector Equality Duty information

By: Shellina Prendergast – Cabinet Member for Communications, Engagement & People
Amanda Beer – Corporate Director People and Communications

To: Personnel Committee

Date: 4 June 2020

Subject: Employee Relations Casework Activity

Classification: **Unrestricted**

SUMMARY: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2019 to 31 March 2020.

1. INTRODUCTION

- 1.1 Personnel Committee is provided with an update on the numbers of discipline, capability and resolution cases to provide an overview of the level of activity and distribution of cases. This report updates the Committee on activity for 1 April 2019 – 31 March 2020.
- 1.2 The context around the information is a continuing focus on KCC managers leading and supporting performance management through effective people management using the range of management tools and development available. Our conversational approach to performance management is now embedded and assists managers in having on-going conversations with staff to be able to identify and address any issues at an early stage. Our continued investment and focus on management development support the expectations and accountabilities of our KCC managers.

2. CASE ANALYSIS

- 2.1 Analysis of case activity shows that ill health cases make up the greatest volume of cases as in previous years (Appendix 1). The health and wellbeing of staff continues to be a key priority and the HR team support managers in the management of cases concerning ill health in terms of promoting wellbeing and taking the appropriate steps where it is necessary to formalise the management of sickness absence where informal actions and support has been unsuccessful.
- 2.2 The disciplinary case activity shows that the level of conduct cases has slightly increased, indicating Managers are taking a robust approach and managing this type of case through the appropriate channels with HR support and advice.
- 2.3 The overall resolution case activity has remained at the around same level as last year and whilst it may have been expected to increase in line with the

increased number of conduct cases, the level is a reflection of the successful management of these types of cases at the informal stages.

- 2.4 Case activity concerned with the management of poor performance is much like the previous year and indicative of the successful application of informal management techniques and the application of the conversational practice approach.
- 2.5 The number of Employment Tribunal and Early Conciliation cases against KCC still remains relatively low for an organisation of its size. Over the year there have been 8 claims and currently there are 6 Employment Tribunal claims pending and a further 3 at Early Conciliation stage at which discussions are taking place through ACAS.

3. DISMISSAL APPEALS HEARD BY SENIOR OFFICERS

- 3.1 Appeals against dismissal (other than staff in probation) are managed through HR and members of the Challenger Group are expected to sit on the appeal panel supported by Invicta Law and HR. Appeal decisions are therefore taken by a range of senior officers.
- 3.2 Throughout the year April 2019 to March 2020, four dismissal appeals were heard including one appeal against a transfer/downgrade. The table below illustrates the distribution of cases between Directorates, case type and outcomes. Two appeals were upheld, the other two were unsuccessful.

Directorate	No. of Appeals	Case Type	Outcomes
Children, Young People & Education	1	1 x Disciplinary Dismissal	Appeal not upheld
Growth, Environment & Transport	1	1 x Disciplinary appeal Transfer/downgrading	Appeal upheld
Adult Social Care and Health	2	2 x Disciplinary Dismissal	Appeal not upheld Appeal upheld
TOTAL	4		

4. RECOMMENDATIONS

- a) Personnel Committee notes the report of employee relations activity including senior officer appeals hearings.

Paul Royel
Head of HR&OD
Ext 416631

Background Documents: None

Appendix 1

Number of Employee Relations Cases							
April 2016 - March 2017		April 2017 - March 2018		April 2018 - March 2019		April 2019 - March 2020	
	Total		Total		Total	Case Type	Total
Appeals	11	Appeals	16	Appeals	10	Appeals	11
Appeals (Dismissal)	8	Appeals (Dismissal)	9	Appeals (Dismissal)	5	Appeals (Dismissal)	4
Capability - Ill Health	146	Capability - Ill Health	133	Capability - Ill Health	186	Capability - Ill Health	195
Capability - Other	10	Capability - Other	7	Capability - Other	4	Capability - Other	2
Capability - Poor Performance	70	Capability - Poor Performance	62	Capability - Poor Performance	46	Capability - Poor Performance	44
Disciplinary	122	Disciplinary	118	Disciplinary	133	Disciplinary	154
Resolution	20	Resolution	21	Resolution	45	Resolution	26
Resolution - Bullying/Harassment	9	Resolution - Bullying/Harassment	4	Resolution - Bullying/Harassment	8	Resolution-Bullying/Harassment	23
Early Conciliation	1	Early Conciliation	1	Early Conciliation	2	Early Conciliation	3
Employment Tribunal	12	Employment Tribunal	7	Employment Tribunal	5	Employment Tribunal	7
Grand Total	409	Grand Total	378	Grand Total	444	Grand Total	469
Total Workforce Numbers							
Mar-16	10311	Mar-17	9917	Mar-18	9813	Mar-19	9113

By: Shellina Prendergast – Cabinet Member for Communications, Engagement & People
Amanda Beer - Corporate Director – People & Communications

To: Personnel Committee – Briefing

Date: 4 June 2020

Subject: Covid-19 A Workforce Response

Classification: **Unrestricted**

SUMMARY: This paper introduces a presentation that will be made to Personnel Committee on the experience, response and learning to the current crisis from a workforce perspective.

1. INTRODUCTION

- 1.1 The current pandemic and subsequent 'lockdown' have resulted in a scale of change and impact that is unprecedented. The expectation and delivery of services provided by the County Council has been a significant challenge. There has been a need to balance national, Government advice and requirements alongside the local pressures within the county. Our workforce and in particular the County Council's employees have risen to this challenge fantastically.
- 1.2 The crisis has required a level of flexibility and pace of decision making that has been impressive and an indication of what the organisation can continue to realise in the future.

2. HIGHLIGHTS

- 2.1 A more comprehensive presentation will be shared with Personnel Committee and will include:
 - Health & Safety
 - Communication and Engagement
 - Management
 - Employee Relations
 - Technology
 - Training
 - Staff wellbeing
 - Flexibility and agility of staff
 - Collaboration, internally and externally
 - Recovery

3. RECOMMENDATION

- 4.1 Personnel Committee are invited to consider and comment on the content of the presentation.

Paul Royel
Head of HR & OD
Ext 416631

Background Documents: None

By: Shellina Prendergast – Cabinet Member for Communications, Engagement and People
Amanda Beer – Corporate Director People and Communications

To: Personnel Committee **Date:** 4 June 2020

Subject: **Total Contribution Pay Equality 2019/20**

Classification: Unrestricted

Summary: This paper provides an overview of the appraisal distribution profile and equality analysis for the 2019/20 outturn of the Total Contribution Pay process.

1. BACKGROUND

- 1.1 KCC operates an approach to performance management whereby individuals are assessed annually to establish the level of their personal contribution. For those who undergo a formal assessment, there are four ratings, each of which attracts a different percentage pay award.
- 1.2 The overall pay bill increase is agreed by County Council as part of budget setting.
- 1.3 Moderation of individual assessments is undertaken at a Directorate and organisational level.

2. OVERVIEW OF THE APPRAISAL DISTRIBUTION OUTCOME

- 2.1 The appraisal descriptors have altered since last year. “Achieving” was renamed “Successful” and “Above” is now “Excellent”. The anticipated and communicated appraisal distribution profile is now given in a range: 30-40% of people are likely to be rated as Excellent, 55-65% Successful with the remainder being Outstanding or Performance Improvement Required (PIR). This is seen as an appropriate and deliverable outcome which balances attainment, motivation and reward with a distribution profile to be used as an indicator rather than an absolute target.
- 2.2 The actual profile for 2019/20 is 1.7% PIR, 59.9% Successful, 32.2% Excellent and 6.1% for Outstanding.
- 2.3 The overall results are comparable to last year and show an increase in the proportion of people who are rated as Excellent or Outstanding, 38.3% compared to 37.2% last year. Comparable data from 18/19 and 19/20 is shown in Appendix 1.
- 2.4 This year’s pay award for each appraisal rating has been agreed as Successful 3.6%, Excellent 5% and Outstanding 6.5%. People who are rated as PIR receive no increase. Those who are currently at the top of their grade will retain

this position, subject to a suitable appraisal rating, and will receive any remaining pay award as a one-off lump sum or monthly, as appropriate.

3. **ANALYSIS**

- 3.1 The full results are given in Appendix 2. A statistical test is used to show the expected number (in brackets) next to the actual. Percentages rather than absolute figures are shown in most of the tables to make comparison easier.
- 3.2 The analysis was based on 8,399 assignments and did not include those 'Not Assessed'.
- 3.3 The Directorate specific figures relate to the directorate in which an assignment now sits, rather than the directorate in which the rating was made prior to restructuring.

4. **KEY FINDINGS**

- 4.1 On examination of the results shown in detail in the appendices, some main points arise:
 - 4.1.1 **Directorate** – Across KCC there are 38.3% of employees receiving a rating of Excellent or Outstanding, more than last year's comparison which was 37.2%. The CYPE directorate shows a moderate reduction in the Successful rating, with rises in Excellent and Outstanding. As in previous years, ST has the lowest percentage of PIR ratings, lower than last year, whilst ASCH is showing the highest percentage and a small increase on the previous year's figure against a slightly lower employee population. GET and ST have the most higher appraisal ratings.
 - 4.1.2 **Grade** – Grade level comparisons highlight a fall in the higher ratings for those Above KR15 and an increase in the lowest grade band, KR6 and Below. Those within the KR7 – 14 band also improved on last year's number of higher ratings.
 - 4.1.3 **Gender** – More female and fewer male employees received an Excellent or Outstanding assessment than last year resulting in a smaller gap of 0.2% between the sexes.
 - 4.1.4 **Ethnicity** - There were falls in number of staff in the BME and the "Not Known" categories gaining a Successful rating. There were increases for both groups of staff in the higher ratings.
 - 4.1.5 **Disability** - There was an increase in the number of people who have declared a disability rated as Outstanding and also an increase in those rated as PIR. People who have stated that they have a disability are as likely to be rated as Outstanding as people who have not, however are less likely to be rated as Excellent.

- 4.1.6 **Belief** - Within the Religious Belief category, those choosing not to disclose any specific commitment (20.3% of staff), saw higher numbers than previously in the Excellent and Outstanding ratings respectively. People who state that they have no belief are the most likely to have higher appraisal ratings.
- 4.1.7 **Sexual orientation** - For the Sexual Orientation category, a combined “Bisexual/Gay/Lesbian” grouping returned observed results in line with their expected values across the ratings areas, as in previous years. Heterosexuals have a higher proportion of higher appraisal ratings.
- 4.1.8 **Gender reassignment** - Those that declared “Yes” to gender reassignment show a rise in both Excellent and outstanding ratings.
- 4.1.9 **Age** - There is a moderate fall in employees in the Under 26 age band receiving a rating higher than Successful, although the reduction in Excellent ratings is partially offset by an increase in Outstanding assessments. There is a swing away from Successful into Excellent rating level in the 65+ age band. People in the 26-49-year-old age band are more likely to have a higher appraisal rating, however those who are 65+ are not, which is consistent with last year.
- 4.1.10 **Part-time** - The gap indicating that individuals working full time are still more likely to receive a higher appraisal rating than those on a part time contract is similar to last year. More part-time staff are rated with higher appraisal ratings than last year although this has also been the case for full-time employees. Full time employees are more likely to be rated as Outstanding.
- 4.1.11 **Part-time by directorate** - ASCH remains the directorate with the largest difference between full time and part time higher appraisal rating, although the gap has reduced. ST remains the directorate with the lowest difference. CYPE directorate gap slightly increased and GET remained the same at 14.4%.

5. **CONCLUSION**

- 5.1 Overall the outturn is consistent with previous years. There is a prevailing shift within the distribution profile to move to higher appraisal ratings within the anticipated range of appraisal ratings.
- 5.2 Opportunities have been and continue to be taken to remind managers to set action plans fairly and objectively considering the individual’s ability to deliver and assess performance in the same way. This is a fundamental part of the new approach to managing performance and is supported by appropriate guidance.

6. **RECOMMENDATION**

- 6.1 Personnel Committee note the outturn and the continued progress to the ideal appraisal distribution profile.

Paul Royel
Head of HR & OD
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Background Documents: None

KCC Non Schools Results

Directorate Assignment Profile Summary 2019/20

19/20

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	78	1,788	834	184	2,884
Children, Young People and Education	41	1,778	983	172	2,974
Growth, Environment and Transport	21	1,067	601	103	1,792
Strategic and Corporate Services	2	402	289	56	749
Total	142	5,035	2,707	515	8,399

18/19

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	61	1,875	842	170	2,948
Children, Young People and Education	46	1,676	830	133	2,685
Growth, Environment and Transport	18	952	597	93	1,660
Strategic and Corporate Services	5	386	270	43	704
Total	130	4,889	2,539	439	7,997

Directorate Comparison

19/20

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	2.7%	62.0%	28.9%	6.4%	100%
Children, Young People and Education	1.4%	59.8%	33.1%	5.8%	100%
Growth, Environment and Transport	1.2%	59.5%	33.5%	5.7%	100%
Strategic and Corporate Services	0.3%	53.7%	38.6%	7.5%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	2.1%	63.6%	28.6%	5.8%	100%
Children, Young People and Education	1.7%	62.4%	30.9%	5.0%	100%
Growth, Environment and Transport	1.1%	57.3%	36.0%	5.6%	100%
Strategic and Corporate Services	0.7%	54.8%	38.4%	6.1%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Grade Level Comparison

19/20

Grade Band	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
KR6 or below	2.1%	66.1%	27.5%	4.3%	100%
KR7-14	1.4%	55.8%	35.5%	7.3%	100%
KR15 and above	0.0%	42.6%	42.6%	14.7%	100%
Grand Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Grade Band	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
KR6 or below	2.0%	68.6%	26.1%	3.4%	100%
KR7-14	1.4%	57.4%	34.6%	6.6%	100%
KR15 and above	0.0%	37.9%	47.0%	15.2%	100%
Grand Total	1.7%	61.9%	31.1%	5.3%	100%

Gender Comparison

19/20

Gender	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Female	1.5%	60.2%	32.1%	6.2%	100%
Male	2.6%	58.8%	32.7%	5.8%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Gender	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Female	1.4%	61.6%	31.7%	5.3%	100%
Male	2.4%	59.4%	32.1%	6.1%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Ethnicity Comparison

19/20

Ethnicity	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
BME	2.9%	70.9%	22.6%	3.6%	100%
White	1.5%	58.8%	33.2%	6.4%	100%
Not Known	2.2%	61.6%	30.8%	5.4%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Ethnicity	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
BME	2.0%	75.5%	20.1%	2.5%	100%
White	1.6%	59.4%	33.2%	5.8%	100%
Not Known	1.3%	66.3%	27.0%	5.4%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Disability Comparison

19/20

Disability	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Yes	2.2%	63.9%	28.8%	5.1%	100%
No	1.7%	59.4%	32.6%	6.3%	100%
Undeclared	1.5%	63.5%	30.1%	4.9%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Disability	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Yes	2.1%	67.4%	24.7%	5.9%	100%
No	1.7%	60.2%	32.6%	5.6%	100%
Undeclared	1.2%	67.9%	26.5%	4.5%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Belief – Grouped Comparison

19/20

Belief	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Christian	2.1%	60.3%	32.1%	5.6%	100%
Other Belief	1.2%	63.7%	30.2%	4.9%	100%
None	1.4%	58.9%	32.2%	7.5%	100%
Undeclared	1.5%	60.0%	33.0%	5.5%	100%
Not Recorded	0.0%	62.3%	37.7%	0.0%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Belief	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Christian	1.5%	62.1%	30.9%	5.5%	100%
Other Belief	1.5%	67.5%	27.1%	3.9%	100%
None	2.0%	58.6%	33.5%	5.9%	100%
Undeclared	1.4%	60.9%	32.5%	5.3%	100%
Not Recorded	2.5%	82.5%	12.5%	2.5%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Sexual Orientation – Grouped Comparison

19/20

Sexual Orientation	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Bisexual/Gay/Lesbian	1.4%	63.2%	25.8%	9.6%	100%
Heterosexual	1.8%	59.7%	32.3%	6.2%	100%
Unknown/Not Recorded	1.4%	60.7%	32.7%	5.3%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Sexual Orientation	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Bisexual/Gay/Lesbian	3.7%	63.9%	28.3%	4.2%	100%
Heterosexual	1.6%	60.6%	32.2%	5.5%	100%
Unknown/Not Recorded	1.5%	62.6%	30.4%	5.5%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Gender Reassignment

19/20

Transgender	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Choose not to declare	1.6%	56.0%	37.8%	4.7%	100%
No	1.5%	66.2%	26.9%	5.5%	100%
Prefer not to say	0.0%	67.9%	25.0%	7.1%	100%
Yes	3.8%	62.3%	30.2%	3.8%	100%
Unknown	1.8%	56.7%	34.9%	6.5%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Transgender	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Choose not to declare	2.4%	61.5%	31.2%	4.9%	100%
No	1.9%	70.8%	23.8%	3.5%	100%
Prefer not to say	0.0%	88.4%	11.6%	0.0%	100%
Yes	0.0%	71.9%	26.3%	1.8%	100%
(blank)	1.6%	58.3%	34.0%	6.1%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Age Comparison

19/20

Age	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
1. <26	1.5%	67.2%	25.5%	5.9%	100%
2. 26-49	1.5%	57.6%	34.0%	6.9%	100%
3. 50-65	1.9%	60.5%	32.0%	5.6%	100%
65+	2.6%	77.0%	18.9%	1.5%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Age	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
1. <26	1.9%	64.8%	27.5%	5.9%	100%
2. 26-49	1.4%	58.7%	33.7%	6.1%	100%
3. 50-65	1.8%	62.9%	30.4%	4.9%	100%
65+	1.7%	72.5%	24.0%	1.7%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Full/Part Time Comparison

19/20

Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Full Time	1.6%	53.5%	36.4%	8.5%	100%
Part Time	1.7%	68.5%	26.7%	3.0%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

18/19

Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Full Time	1.6%	55.2%	35.9%	7.3%	100%
Part Time	1.7%	69.1%	26.2%	3.1%	100%
Total	1.6%	61.1%	31.7%	5.5%	100%

Full/Part Time by Directorate Comparison

19/20

Directorate	Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	Full Time	2.2%	52.7%	35.0%	10.0%	100%
	Part Time	3.1%	69.7%	23.8%	3.4%	100%
Children, Young People and Education	Full Time	1.7%	55.0%	35.9%	7.3%	100%
	Part Time	0.7%	69.3%	27.3%	2.7%	100%
Growth, Environment and Transport	Full Time	1.6%	52.3%	37.4%	8.7%	100%
	Part Time	0.7%	67.6%	29.2%	2.5%	100%
Strategic and Corporate Services	Full Time	0.2%	52.2%	39.1%	8.6%	100%
	Part Time	0.5%	58.1%	37.2%	4.2%	100%
Total		1.7%	59.9%	32.2%	6.1%	100%

18/19

Directorate	Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	Full Time	1.7%	54.2%	35.5%	8.6%	100%
	Part Time	2.4%	71.9%	22.4%	3.3%	100%
Children, Young People and Education	Full Time	1.9%	58.6%	33.2%	6.3%	100%
	Part Time	1.4%	69.9%	26.5%	2.2%	100%
Growth, Environment and Transport	Full Time	1.3%	50.6%	40.5%	7.6%	100%
	Part Time	0.8%	65.6%	30.5%	3.2%	100%
Strategic and Corporate Services	Full Time	0.8%	54.1%	38.4%	6.7%	100%
	Part Time	0.5%	56.7%	38.1%	4.6%	100%
Total		1.6%	61.1%	31.7%	5.5%	100%

Appendix 2 – Complete Results from 2019/20

Directorate

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	78 (49)	1,788 (1,729)	834 (930)	184 (177)	2,884
Children, Young People and Education	41 (50)	1,778 (1,783)	983 (959)	172 (182)	2,974
Growth, Environment and Transport	21 (30)	1,067 (1,074)	601 (578)	103 (110)	1,792
Strategic and Corporate Services	2 (13)	402 (449)	289 (241)	56 (46)	749
Total	142	5,035	2,707	515	8,399

Directorate	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	2.7%	62.0%	28.9%	6.4%	100%
Children, Young People and Education	1.4%	59.8%	33.1%	5.8%	100%
Growth, Environment and Transport	1.2%	59.5%	33.5%	5.7%	100%
Strategic and Corporate Services	0.3%	53.7%	38.6%	7.5%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Gender

Gender	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Female	98 (113)	4,038 (4,019)	2,152 (2,161)	416 (411)	6,704
Male	44 (29)	997 (1,016)	555 (546)	99 (104)	1,695
Total	142	5,035	2,707	515	8,399

Gender	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Female	1.5%	60.2%	32.1%	6.2%	100%
Male	2.6%	58.8%	32.7%	5.8%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Ethnicity

Ethnicity	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
BME	19 (11)	459 (388)	146 (209)	23 (40)	647
White	110 (121)	4,210 (4,291)	2,378 (2,307)	460 (439)	7,158
Not Known	13 (10)	366 (356)	183 (191)	32 (36)	594
Total	142	5,035	2,707	515	8,399

Ethnicity	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
BME	2.9%	70.9%	22.6%	3.6%	100%
White	1.5%	58.8%	33.2%	6.4%	100%
Not Known	2.2%	61.6%	30.8%	5.4%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Disability

Disability	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Yes	7 (5)	202 (189)	91 (102)	16 (19)	316
No	124 (124)	4,352 (4,392)	2,388 (2,361)	462 (449)	7,326
Undeclared	11 (13)	481 (454)	228 (244)	37 (46)	757
Total	142	5,035	2,707	515	8,399

Disability	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Yes	2.2%	63.9%	28.8%	5.1%	100%
No	1.7%	59.4%	32.6%	6.3%	100%
Undeclared	1.5%	63.5%	30.1%	4.9%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Belief

Belief	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Christian	75 (61)	2,169 (2,158)	1,154 (1,160)	201 (221)	3,599
Other Belief	5 (7)	261 (246)	124 (132)	20 (25)	410
None	39 (47)	1,646 (1,674)	899 (900)	209 (171)	2,793
Undeclared	23 (26)	926 (926)	510 (498)	85 (95)	1,544
Not Recorded	0 (1)	33 (32)	20 (17)	0 (3)	53
Total	142	5,035	2,707	515	8,399

Belief	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Christian	2.1%	60.3%	32.1%	5.6%	100%
Other Belief	1.2%	63.7%	30.2%	4.9%	100%
None	1.4%	58.9%	32.2%	7.5%	100%
Undeclared	1.5%	60.0%	33.0%	5.5%	100%
Not Recorded	0.0%	62.3%	37.7%	0.0%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Age

Age	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
1. <26	7 (8)	319 (285)	121 (153)	28 (29)	475
2. 26-49	63 (72)	2,448 (2,547)	1,446 (1,369)	292 (261)	4,249
3. 50-65	65 (58)	2,060 (2,041)	1,089 (1,097)	191 (209)	3,405
65+	7 (5)	208 (162)	51 (87)	4 (17)	270
Total	142	5,035	2,707	515	8,399

Age	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
1. <26	1.5%	67.2%	25.5%	5.9%	100%
2. 26-49	1.5%	57.6%	34.0%	6.9%	100%
3. 50-65	1.9%	60.5%	32.0%	5.6%	100%
65+	2.6%	77.0%	18.9%	1.5%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Sexual Orientation

Sexual Orientation	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Bisexual/Gay/Lesbian	3 (4)	132 (125)	54 (67)	20 (13)	209
Heterosexual	117 (111)	3,920 (3,939)	2,124 (2,118)	409 (403)	6,570
Unknown/Not Recorded	22 (27)	983 (971)	529 (522)	86 (99)	1,620
Total	142	5035	2707	515	8,399

Sexual Orientation	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Bisexual/Gay/Lesbian	1.4%	63.2%	25.8%	9.6%	100%
Heterosexual	1.8%	59.7%	32.3%	6.2%	100%
Unknown/Not Recorded	1.4%	60.7%	32.7%	5.3%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Full/Part Time

Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Full Time	79 (81)	2,567 (2,874)	1,743 (1,545)	406 (294)	4,795
Part Time	63 (61)	2,468 (2,161)	964 (1,162)	109 (221)	3,604
Total	142	5,035	2,707	515	8,399

Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4. Outstanding	Total
Full Time	1.6%	53.5%	36.4%	8.5%	100%
Part Time	1.7%	68.5%	26.7%	3.0%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Gender Reassignment

Transgender	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Choose not to declare	3 (4)	108 (110)	73 (67)	9 (13)	193
No	40 (50)	1,813 (1,555)	736 (957)	151 (178)	2,740
Prefer not to say	0 (2)	57 (48)	21 (29)	6 (5)	84
Yes	2 (1)	33 (30)	16 (19)	2 (3)	53
Unknown	97 (97)	3,024 (3,024)	1,861 (1,861)	347 (347)	5,329
Total	142	5,035	2,707	515	8,399

Transgender	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Choose not to declare	1.6%	56.0%	37.8%	4.7%	100%
No	1.5%	66.2%	26.9%	5.5%	100%
Prefer not to say	0.0%	67.9%	25.0%	7.1%	100%
Yes	3.8%	62.3%	30.2%	3.8%	100%
Unknown	1.8%	56.7%	34.9%	6.5%	100%
Total	1.7%	59.9%	32.2%	6.1%	100%

Grade Level

Grade Band	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
KR6 or below	74 (58)	2,283 (2,069)	948 (1,113)	147 (212)	3,452
KR7-14	68 (82)	2,723 (2,925)	1,730 (1,573)	358 (299)	4,879
KR15 and above	0 (1)	29 (41)	29 (22)	10 (4)	68
Grand Total	142	5,035	2,707	515	8,399

Grade Band	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
KR6 or below	2.1%	66.1%	27.5%	4.3%	100%
KR7-14	1.4%	55.8%	35.5%	7.3%	100%
KR15 and above	0.0%	42.6%	42.6%	14.7%	100%
Grand Total	1.7%	59.9%	32.2%	6.1%	100%

Full/Part Time by Directorate

Directorate	Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	Full Time	29 (22)	691 (785)	459 (422)	131 (80)	1,310
	Part Time	49 (27)	1,097 (944)	375 (507)	53 (97)	1,574
Children, Young People and Education	Full Time	34 (34)	1,092 (1,189)	713 (639)	145 (122)	1,984
	Part Time	7 (17)	686 (593)	270 (319)	27 (61)	990
Growth, Environment and Transport	Full Time	15 (16)	493 (565)	353 (304)	82 (58)	943
	Part Time	6 (14)	574 (509)	248 (274)	21 (52)	849
Strategic and Corporate Services	Full Time	1 (9)	291 (335)	218 (180)	48 (34)	558
	Part Time	1 (3)	111 (114)	71 (62)	8 (12)	191
Total		142	5,035	2,707	515	8,399

Directorate	Full/Part Time	1 - PIR	2 - Successful	3 - Excellent	4 - Outstanding	Total
Adult Social Care and Health	Full Time	2.2%	52.7%	35.0%	10.0%	100%
	Part Time	3.1%	69.7%	23.8%	3.4%	100%
Children, Young People and Education	Full Time	1.7%	55.0%	35.9%	7.3%	100%
	Part Time	0.7%	69.3%	27.3%	2.7%	100%
Growth, Environment and Transport	Full Time	1.6%	52.3%	37.4%	8.7%	100%
	Part Time	0.7%	67.6%	29.2%	2.5%	100%
Strategic and Corporate Services	Full Time	0.2%	52.2%	39.1%	8.6%	100%
	Part Time	0.5%	58.1%	37.2%	4.2%	100%
Total		1.7%	59.9%	32.2%	6.1%	100%