

PERSONNEL COMMITTEE

Thursday, 28th November, 2024

2.00 pm

Darent Room, Sessions House,
County Hall, Maidstone





AGENDA

PERSONNEL COMMITTEE

Thursday, 28th November, 2024, at 2.00 pm Ask for: **Anna Taylor**
Darent Room, Sessions House, County Hall, Telephone **03000 416478**
Maidstone

Membership (11)

- Conservative (8): Mr R W Gough (Chair), Mrs S Prendergast (Vice-Chairman),
Mrs C Bell, Mrs S Chandler, Mr D Jeffrey, Mr P J Oakford,
Mr D Robey and Mr C Simkins
- Labour (1): Mr A Brady
- Liberal Democrat (1): Mr A J Hook
- Green and
Independent (1): Rich Lehmann

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

- 1 Substitutes
- 2 Declarations of Interests by Members in items on the Agenda for this meeting.
- 3 Minutes - 26 September 2024 (Pages 1 - 4)
- 4 Employee Relations Casework Activity (Pages 5 - 12)
- 5 Annual Workforce Profile Report update (Pages 13 - 32)
- 6 Recruitment - Deep Dive (Pages 33 - 36)
- 7 Exclusion of the Press and Public

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in

paragraphs 3 and 4 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

8 Pay Bargaining (Pages 37 - 38)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 20 November 2024

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 26 September 2024.

PRESENT: Mr R W Gough (Chair), Mrs S Prendergast (Vice-Chairman), Mr N Baker (Substitute for Mr P J Oakford), Mrs C Bell, Mrs S Chandler, Mr D Jeffrey, Rich Lehmann, Mr D Robey and Mr R J Thomas (Substitute for Mr C Simkins)

ALSO PRESENT: MR A Brady (virtual)

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

UNRESTRICTED ITEMS**24. Declarations of Interests by Members in items on the Agenda for this meeting.**
(Item 2)

No declarations were received.

25. Minutes - 4 January 2024, 4 March 2024, 16 May 2024 and 12 June 2024
(Item 3)

RESOLVED that the minutes of the meeting held on 4 January 2024, 4 March 2024, 16 May 2024 and 12 June 2024 were correctly recorded and that they be signed by the Chairman as a correct record.

26. Apprenticeships and Young People
(Item 4)

1. Michelle Flegg introduced the report which updated the Committee on the progress of the Apprenticeship agenda in KCC as well as other elements of the KCC Early Careers Development Programme.
2. Officers responded to questions of detail and noted comments, which included the following:
 - a. In response to a query about the promotion of the KCC apprenticeship Levy to external employers, Ms Flegg explained that the majority of employers were in Adults or Children's Services. There was a robust application process accessible via kent.gov.uk. Support was provided and applicants were required to identify how the funding for training would contribute to the delivery of KCC's strategic outcomes.
 - b. In response to a concern about avenues available to young children Ms Flegg explained that supported internships were a work-based study programme for young people aged 16-25 with special educational needs

and who had an education, health and care plan. KCC continued to offer opportunities for supported internships and apprenticeships with a goal of increasing the quantity and diversity of the internship placements.

- c. In relation to work experience, KCC was currently refining the application process to provide a learning experience in an enjoyable and effective manner.
- d. A Member commented on the data available for HoldCo companies, and how these compared with KCC's youth development offer. It was requested that this data be included in future reports. It was considered that clawback had decreased and this should continue to be monitored.
- e. A Member asked how attractive Kent's offer was and Ms Flegg considered it was a very attractive employer through the programmes offered, it was also the top graduate employer amongst public sector employers.
- f. The Chair asked that when the report was brought back to the committee it considered what KCC's next steps were in this area considering the development of national policy and those areas which were currently strong and those still developing.

RESOLVED that the Personnel Committee note the contents of the report and endorse the further development of the KCC Early Careers Programme.

27. Exclusion of the Press and Public

(Item 5)

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

(Open minutes)

(Ms M Flegg left the room before the start of these items)

28. Pay Update

(Item 6)

1. Ian Allwright introduced the report which provided an update on pay matters for the 2025/26 pay award.
2. Officers responded to questions of detail and noted comments, which included the following:
 - a. The potential dispute with the unions regarding the 2024/25 pay award was not pursued by the trades unions as there was not enough support to meet the statutory requirements. This, accompanied by the change of government and their response to the independent pay review body recommendations, provided the context to pay bargaining for 2025/26.
 - b. Staff meetings continued to be held to explain the new pay strategy for KCC before its start on 1 April 2025.

RESOLVED that the Personnel Committee note the report in relation to pay matters and context relating to 2025/26 pay bargaining.

29. Chief Executive Officer Recruitment Update

(Item 7)

Paul Royel introduced this report which provided an update on the recruitment review and process to secure the next Chief Executive Officer.

Mr Royel responded to questions of detail and noted comments made by Members of the Committee.

RESOLVED that the Personnel Committee:

1. Note the findings of the review of our 2023 process and the contributions from professional recruitment agencies, CEOs and other senior staff across the country.
2. Note the progress and planned recruitment process for the Chief Executive Officer.
3. Receive a further report on this activity in January 2025.

This page is intentionally left blank

From: Peter Oakford, Deputy Leader, and Cabinet Member for Finance,
Corporate and Traded Services
Paul Royel – Director HR & OD

To: Personnel Committee - 28 November 2024

Subject: Employee Relations Casework Activity

Classification: Unrestricted

Summary: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2024 to 30 September 2024.

Recommendation(s):

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

1. Introduction

- 1.1 Personnel Committee are provided with an update on the disciplinary, capability, resolution, and Employment Tribunal case numbers to give an overview of the level of activity and distribution of cases. This report updates the Committee on the activity for the half year 1 April 2024 – 30 September 2024.
- 1.2 The report reflects the range of ER cases being managed by our KCC Managers and provides a comparison of the level of case activity over the last three years. Management of performance is led by Managers and HR/OD continue to develop interventions and tools available for reference and guidance. The HR/OD Team provide professional advice to enable Managers to manage complex employee relations cases confidently and proficiently.

2. Case Analysis

- 2.1 There has been an increase in the overall level of cases being formally managed at this stage of the year in comparison to the same period in 2023. If this situation is replicated during the second half of the year, the level of case activity in 2024/25 will be higher than that of 2023/24. During the period April to September 2024, the highest proportion of cases have been managed in the CYPE Directorate accounting for 49% of the cases, the second highest was the ASCH Directorate on 32% (Appendix 1).

- 2.2 Further analysis of the data on case numbers relative to Directorate headcount identifies that for CYPE the number of cases recorded in the period April to September 2024 amounts to 4% of that Directorate's headcount. For the ASCH Directorate, which has the second highest proportion of cases, the figure is just under 4%. For the GET Directorate the figure is just over 2% (Appendix 1).
- 2.3 Analysis of activity has identified that the greatest volume of cases remains those which concern ill health (44%). The HR/OD Team continue to provide a range of health and wellbeing support and advice to enable Managers to be able to address issues concerning health at an early stage. Teams who have been identified to have a particularly high level of absence are supported with a range of targeted interventions. Case data indicates that managers are continuing to take a proactive approach in formalising the process when informal support has not been successful. The increase in ill health cases from the same period in 2023 is likely to be attributable to the additional supported activity regarding managing ill health that the HR/OD Team have been undertaking with managers during 2024.
- 2.4 Disciplinary cases account for 27% of the total case activity during the period April to September 2024. There has been a broadly similar number of disciplinary cases in comparison to the same period in 2023. Managers continue to take a robust approach to managing conduct cases where necessary with HR advice and support.
- 2.5 Resolution cases which represent almost 10% of all case activity are at a slightly higher level than during the same period in 2023. Those resolution cases concerning bullying and harassment have also increased in number from the same period in 2023 but represent a small proportion (5.5%) of the total of all cases. Case levels indicate these types of cases are being managed with Managers taking a proactive approach where there is a need for a formal review.
- 2.6 The proportion of case activity concerned with the formal management of performance has slightly decreased from the same period in 2023. Performance cases account for 27% of the total case activity. The HR/OD Team continue to advise and support Managers in addressing performance concerns and where necessary through formal performance management procedures where informal interventions have not been successful.
- 2.7 The number of Employment Tribunal cases, where claims are lodged against KCC, in the first half of the 2024/25 year has decreased and is lower than the last three years. There are currently five claims pending, where hearing dates have been arranged for next year and two claims have been settled in the first half year.

3. Dismissal appeals heard by senior officers.

- 3.1 Appeals against dismissal (other than in probation) are managed through HR/OD and senior officers who are members of the Challenger Group are expected to sit on the appeal panel supported by Invicta Law and HR.

Dismissal decisions are therefore independently reviewed by a range of senior officers with legal and HR advice.

- 3.2 From 1 April 2024 to 30 September 2024 there was one appeal against dismissal that was examined through the formal process. The appeal was unsuccessful and the summary dismissal decision was upheld.

Children young People & Education	1	1 x Conduct	Appeal not upheld
TOTAL	1		

4. Conclusions

The ER case activity overall, has remained broadly in line with previous years and, aside from the increase in ill health cases associated with the additional targeted activity in this area, the analysis shows there are no other significant upward trends.

Recommendation(s):

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

Report Author:

Jane Clayton, HR &OD Manager

Telephone number Ext 416885

Email address jane.clayton@kent.gov.uk

Relevant Director:

Paul Royel, Director of HR&OD

Telephone number Ext 416631

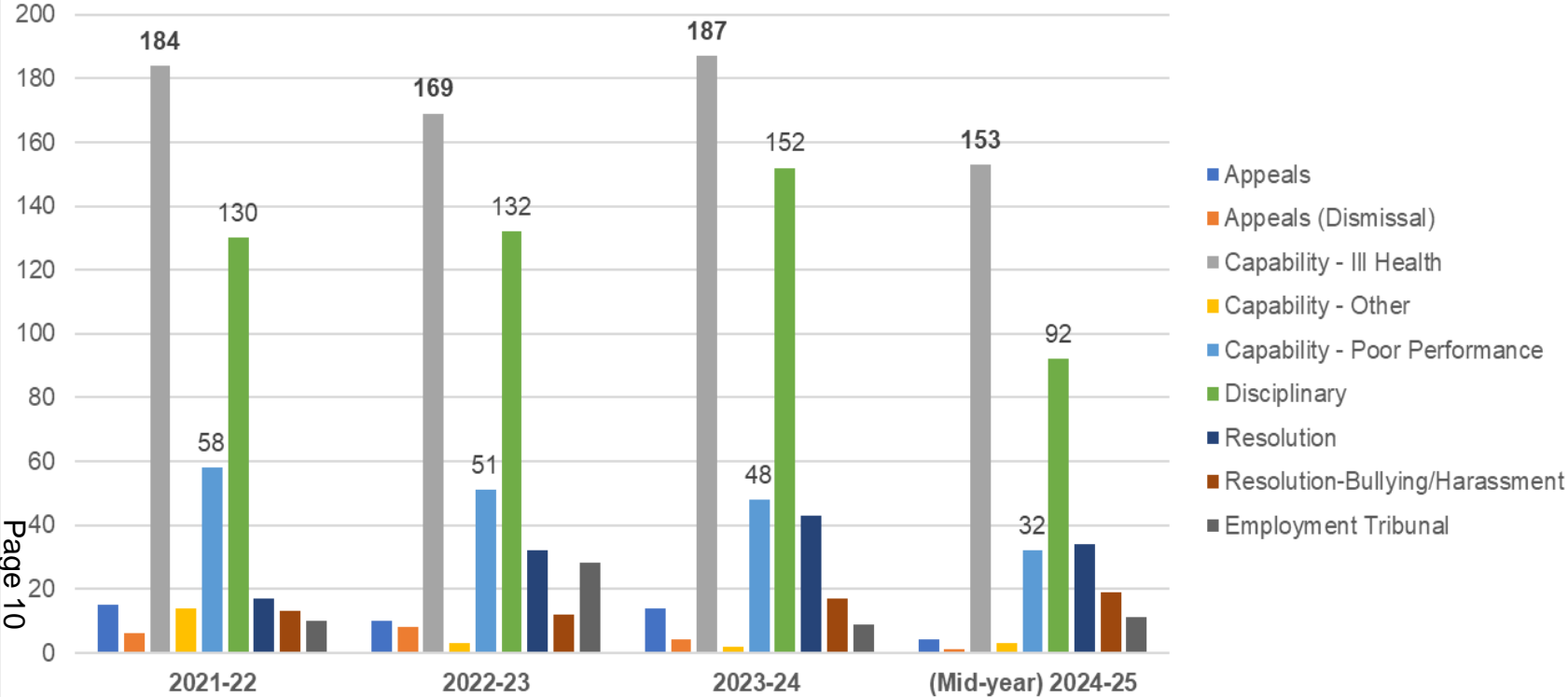
Email address paul.royel@kent.gov.uk

This page is intentionally left blank

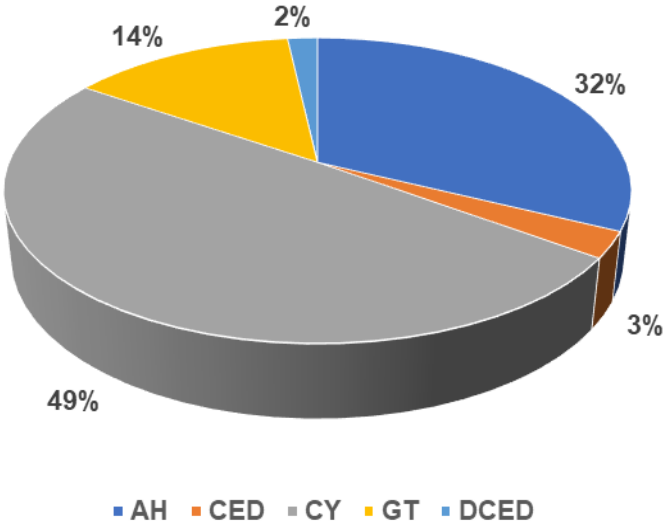
Employee Relations Casework – Appendix 1

April 2021 - March 2022		April 2022 - March 2023		April 2023-March 2024		April 2024-September 2024 (Mid Year)	
Case Type	Total No.	Case Type	Total No.	Case Type	Total No.	Case Type	Total No.
Appeals	15	Appeals	10	Appeals	14	Appeals	4
Appeals (Dismissal)	7	Appeals (Dismissal)	8	Appeals (Dismissal)	4	Appeals (Dismissal)	1
Capability - Ill Health	184	Capability - Ill Health	169	Capability - Ill Health	187	Capability - Ill Health	153
Capability - Other	14	Capability - Other	3	Capability - Other	2	Capability - Other	3
Capability - Poor Performance	58	Capability - Poor Performance	51	Capability - Poor Performance	48	Capability - Poor Performance	32
Disciplinary	130	Disciplinary	132	Disciplinary	152	Disciplinary	92
Resolution	19	Resolution	32	Resolution	43	Resolution	34
Resolution-Bullying/Harassment	10	Resolution-Bullying/Harassment	12	Resolution-Bullying/Harassment	17	Resolution-Bullying/Harassment	19
Employment Tribunal	17	Employment Tribunal	28	Employment Tribunal	9	Employment Tribunal	7
Grand Total	454	Grand Total	445	Grand Total	476	Grand Total	345
Mar-22	9449	Mar-23	9509	Mar-24	9715	Sep-24	9824

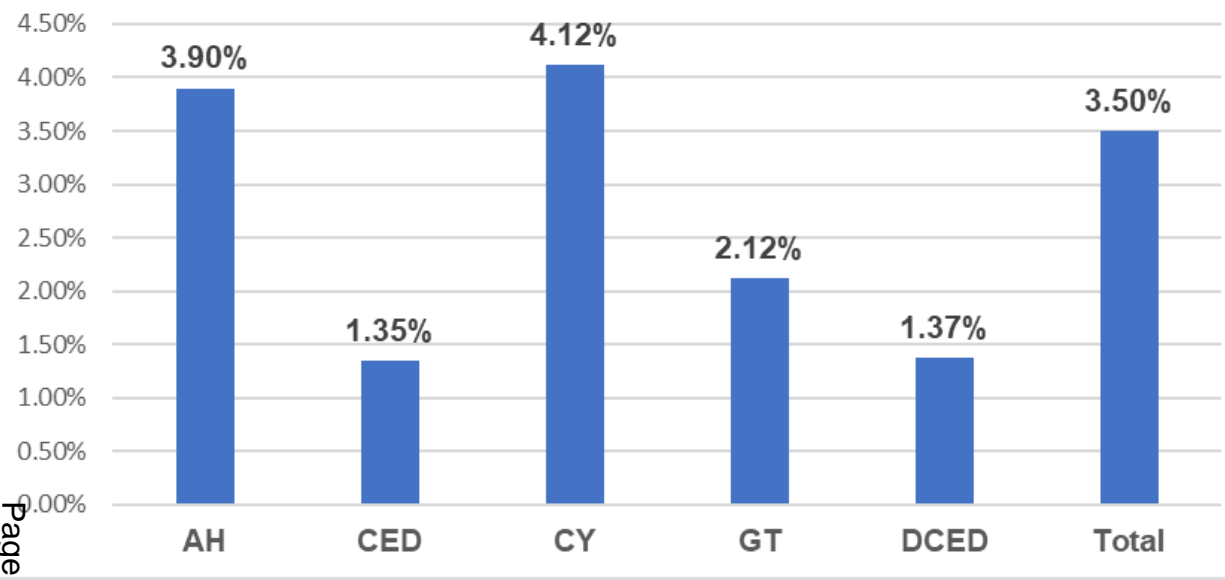
Case Type Trends by Year



Percentage of Cases Actioned April 24 to September 24 by Directorate



Directorate Cases as a proportion of Directorate Headcount



By: Peter Oakford – Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
Paul Royel – Director of HR & OD

To: Personnel Committee

Date: 28 November 2024

Subject: Annual Workforce Profile Report update

Classification: Unrestricted

Summary:

This report provides an update to the Annual Workforce Profile report, presented to Personnel Committee in June 2024. It provides information on the changes in staffing levels, demographics, and diversity of Kent County Council's non-CRSS* workforce in the six-month period ending 30 September 2024.

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

1.1 KCC Non-Schools

Staffing levels in the non-school's workforce have increased slightly since the start of the year and the full-time equivalent is now 8,001 FTE, 2% higher than on 31 March 2024.

Turnover increased in September 2024 and now stands at 13.1% compared with 12.1% in April 2024 (exc. CRSS).

The first half of 2024-25 has shown sickness increasing, with the 12-month rolling average at 8.49 days lost per FTE in September 2024 compared to the beginning of the 12-month rolling period which stood at 7.96 days lost per FTE in October 2023.

During the first half of 2024-25, the proportion of Casual Relief Sessional and Supply (CRSS) contracts decreased to 9.7% in September 2024 from 10.7% in March 2024, however Fixed Term contracts saw an increase to 4% from 3.6%.

As of 30 September 2024, there were 57 employees accessing the apprenticeship training within the KCC non-schools' sector.

KCC continues to attract people from across the protected characteristics; however, the proportion of people applying does not always correspond to the proportion of those hired e.g., 38.1% of applicants who applied for a vacancy between 01 April 2024 and 30 September 2024 were from an Asian, Black, Mixed

Race and Other Ethnic Groups background but only 19.1% of those hired by the 30th September 2024, whereas 56.9% of those that applied were white compared to 75.1% hired.

September 2024's analysis of the non-school's workforce by diversity showed an increase in percentages of staff from all protected characteristics, when compared to March 2024 figures, except for Transgender employees who remained at 0.4% of KCC's workforce. The greatest increase was seen in the Asian, Black, Mixed Race and Other Ethnic Groups population which increased by 0.8 percentage points.

Within the Leadership group the proportion of Disabled employees have seen an increase; along with the population from an Asian, Black, Mixed Race and Other Ethnic Groups background and those who are Lesbian, Gay, and Bisexual. The number of females represented in the Leadership group has decreased by 0.5 percentage points.

The current average age is 46 years and the age performance indicators show a small decrease in the percentage of staff aged 30 and under from the initial March 2024 figures from 15% to 14.6%.

Appendix 8 below provides an illustration of the reasons for leaving of those who left the organisation in the first 6 months of the year. This indicates that the vast majority left by way of Resignation at 65.5% followed by Redundancy at 14.6%, and there continues to be a decrease in number of dismissals compared to previous year going from 23 to 15 for the same period.

1.2. Directorates

The percentage of permanent contracts varies by Directorate, from 81.7% in Children, Young People and Education to 96.8% in the Deputy Chief Executives Department (DCED). The Chief Executives Department (CED) has the highest proportion of Fixed Term contracts at 9.0%, this has increased from 8.7% in March 2024.

Children, Young People and Education (CYPE) and Growth, Environment and Transport (GET) have the highest proportion of CRSS contracts, which account for 13% (CYPE) and 13.1% (GET) of their workforce. Growth, Environment and Transport (GET) has seen a decrease of 1.5 percentage points of the proportion of employees on CRSS contracts during the first six months of the 2023-24, whereas Adult Social Care and Health (ASCH) has seen a slight increase of 0.3 percentage points.

Total figures for the Directorates show that sickness levels were highest in Adult Social Care and Health (ASCH) at 5.16 days lost per FTE in the first six months of 2024-25 and lowest in the Chief Executives Department (CED) at 2.21 days lost per FTE.

Distribution across the salary bands varies between directorates, with the proportion on KR6 & below ranging from 18.1% in the Deputy Chief Executives

Department (DCED) to 47.2% in Growth, Environment and Transport (GET). The Deputy Chief Executives Department (DCED) has the highest proportion of staff on the higher grades (KR14 & above), 5.7%.

The twelve-month rolling turnover figure to the 30 September 2024 varied between the Directorates, 8.1% in the Chief Executives Department (CED) to 16.5% in Children, Young People and Education (CYPE).

Analysis of the workforce by diversity strand shows quite wide variation by Directorate. As an example, female staff account for 77.1% of the Adult Social Care and Health (ASCH) leadership group but 37.5% of Growth, Environment and Transport's (GET). Employees from an Asian, Black, Mixed Race and Other Ethnic Groups background account for 11.8% of the Children, Young People and Education directorate, whereas only 6.1% are within the leadership group. Analysis of the age profile in Directorates shows the Chief Executives Department (CED) has the highest proportion of younger staff aged 25 and under, at 8%, and Growth, Environment and Transport (GET) has a higher proportion of older staff aged 65 and over, at 8.9%.

2. Further information

Further information on the areas covered in this report is available in the attached appendices:

- Appendix 1 Staffing levels and Contract details
- Appendix 2 Salaries
- Appendix 3 Turnover
- Appendix 4 Sickness
- Appendix 5 Equalities
- Appendix 6 Equality in recruitment
- Appendix 7 Leavers by Leave reason
- Appendix 8 Schools Information

3. Recommendation

Members are asked to note the content of this report.

Paul Royel
Director of HR and OD
03000 416631

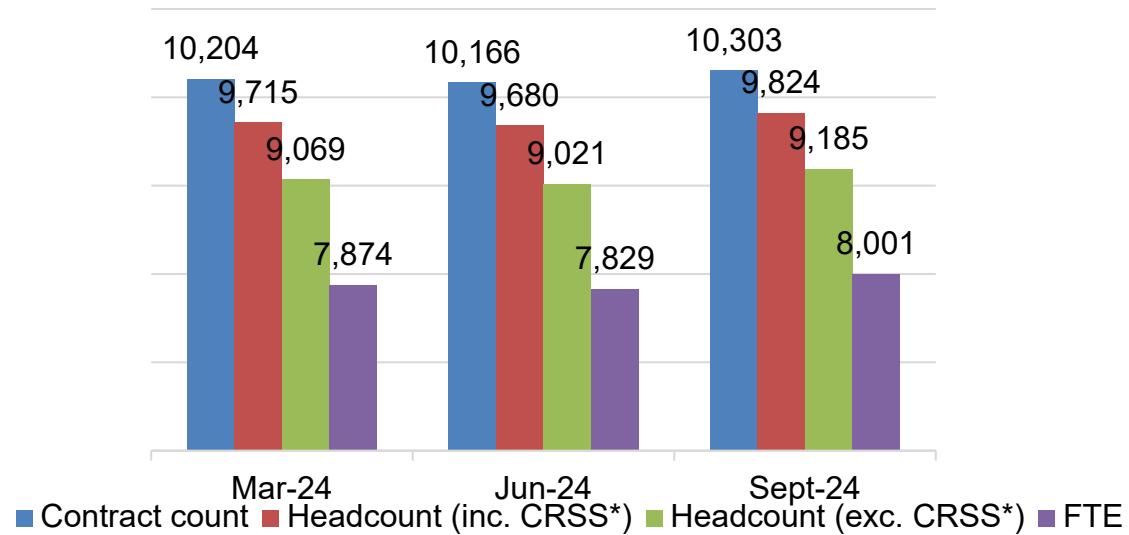
Background documents –
Annual workforce profile report to Personnel Committee June 2024

Appendix 1 – Staffing Levels and Contract Details

Non-Schools Workforce: Staffing Levels

	Mar-24	Jun-24	Sept-24	Change Mar-24 to Sept-24	% Mar-24 to Sept-24
Contract Count	10,204	10,166	10,303	99	1.0%
Headcount (inc. CRSS*)	9,715	9,680	9,824	109	1.1%
Headcount (exc. CRSS*)	9,069	9,021	9,185	116	1.3%
FTE	7,874.8	7,829.6	8,000.8	127.7	1.6%

Non-Schools Staffing Levels



Directorates: Staffing Levels

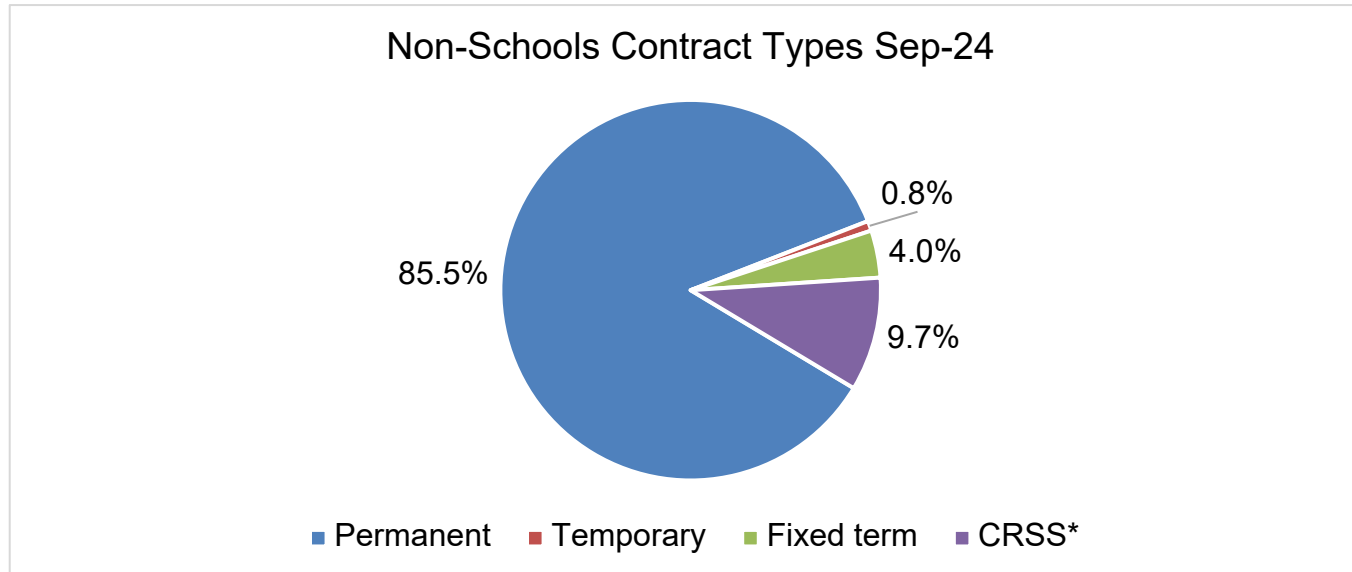
Directorate	Contract Count Mar-24	Contract Count Sept-24	Headcount (inc CRSS) Mar-24	Headcount (inc CRSS) Sept-24	Headcount (exc CRSS) Mar-24	Headcount (exc CRSS) Sept-24	FTE Mar-24	FTE Sept-24
ASCH	2,746	2,815	2,637	2,694	2,577	2,630	2,257.0	2,299.0
CED	676	670	672	667	669	664	628.6	622.0
CYPE	4,099	4,136	3,895	3,936	3,517	3,556	3,148.7	3,208.5
DCED	394	437	394	437	394	437	370.7	411.2
GET	2,289	2,245	2,144	2,122	1,917	1,907	1,468.9	1,460.2

Page 18

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

Contract Type	Mar-24	Mar-24 %	Sept-24	Sept-24 %
Permanent	8,744	85.7%	8,806	85.5%
Temporary	70	0.7%	87	0.8%
Fixed term	367	3.6%	414	4.0%
CRSS*	1,023	10.0%	996	9.7%
Total	10,204	100.0%	10,303	100.0%

*CRSS = Casual Relief, Sessional & Supply



Directorates: Staff by Contact Type (Grouped)

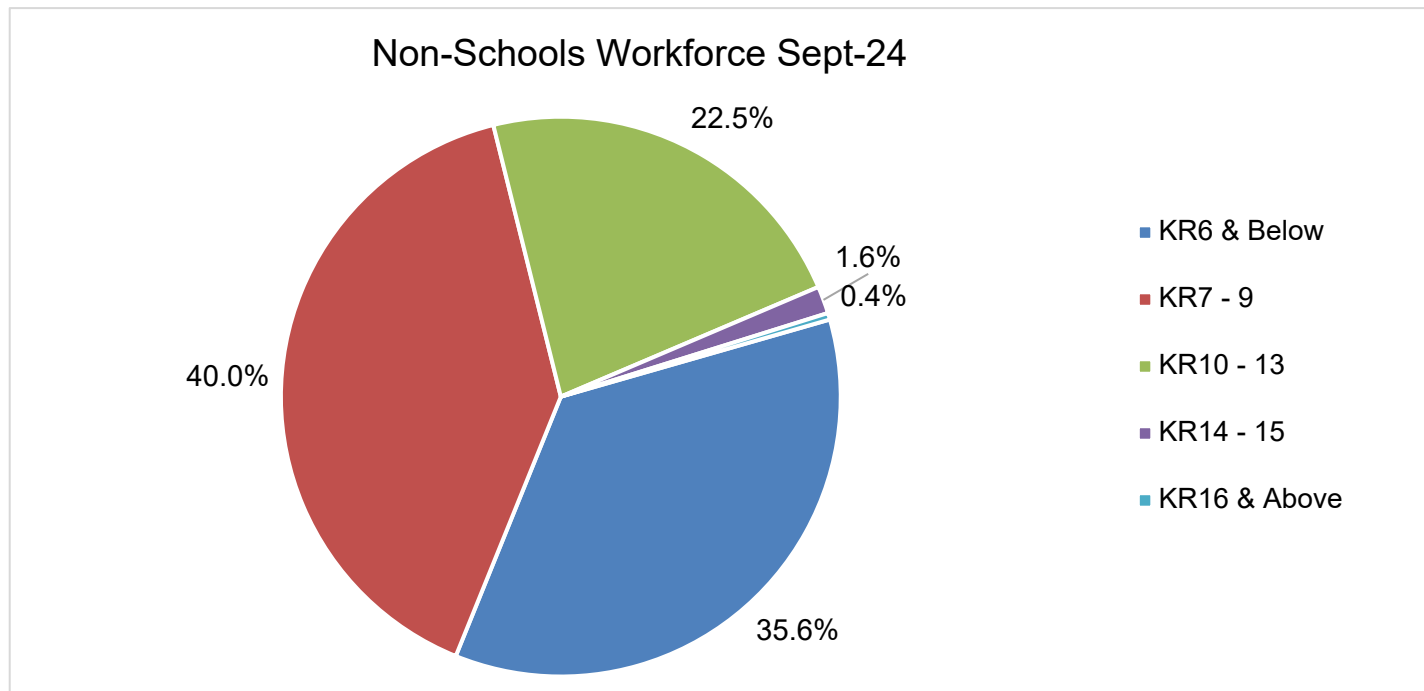
Directorates	Permanent Mar-24	Permanent Sept-24	Temporary Mar-24	Temporary Sept-24	Fixed Term Mar-24	Fixed Term Sept-24	CRSS Mar-24	CRSS Sept-24
ASCH	2,530	2,573	14	15	56	69	146	158
CED	604	590	7	14	59	60	6	6
CYPE	3,373	3,380	27	37	163	182	536	537
DCED	375	423	1	4	18	10	0	0
GET	1,862	1,840	21	17	71	93	335	295

*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 2 – Salaries

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

Grade	Mar-24	Mar-24 %	Sept-24	Sept-24 %
KR6 & Below	3,651	37.2%	3,533	35.6%
KR7-9	3,769	38.4%	3,973	40.0%
KR10-13	2,211	22.5%	2,232	22.5%
KR14-15	152	1.5%	157	1.6%
KR16 & Above	40	0.4%	38	0.4%
Total	9,823	100.0%	9,933	100.0%



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

Grade	ASCH Mar-24	ASCH Sept-24	CED Mar-24	CED Sept-24	CYPE Mar-24	CYPE Sept-24	DCED Mar-24	DCED Sept-24	GET Mar-24	GET Sept-24
KR6 & Below	1,058	1,051	144	136	969	881	71	79	912	919
KR7-9	995	1,047	231	236	1,554	1,676	105	124	665	653
KR10-13	513	520	253	250	859	860	193	209	352	354
KR14-15	20	26	25	26	73	71	19	20	15	14
KR16 & Above	14	13	10	10	4	4	6	5	6	6
Total	2,600	2,657	663	658	3,459	3,492	394	437	1,950	1,946

Grade	ASCH Mar-24 %	ASCH Sept-24 %	CED Mar-24 %	CED Sept-24 %	CYPE Mar-24 %	CYPE Sept-24 %	DCED Mar-24 %	DCED Sept-24 %	GET Mar-24 %	GET Sept-24 %
KR6 & Below	40.7%	39.6%	21.7%	20.7%	28.0%	25.2%	18.0%	18.1%	46.8%	47.2%
KR7-9	38.3%	39.4%	34.8%	35.9%	44.9%	48.0%	26.6%	28.4%	34.1%	33.6%
KR10-13	19.7%	19.6%	38.2%	38.0%	24.8%	24.6%	49.0%	47.8%	18.1%	18.2%
KR14-15	0.8%	1.0%	3.8%	4.0%	2.1%	2.0%	4.8%	4.6%	0.8%	0.7%
KR16 & Above	0.5%	0.5%	1.5%	1.5%	0.1%	0.1%	1.5%	1.1%	0.3%	0.3%

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

*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 3 – Turnover

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

	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
Including CRSS	12.8%	13.2%	13.3%	13.6%	13.9%	13.8%
Excluding CRSS	12.1%	12.5%	12.7%	13.0%	13.2%	13.1%
Excluding CRSS and excluding Compulsory*	11.8%	12.0%	12.2%	12.1%	12.3%	12.3%

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

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

	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sept-24
ASCH	11.2%	11.8%	11.2%	12.5%	13.0%	12.7%
CED	8.7%	8.7%	8.9%	8.6%	8.1%	8.1%
CYPE	15.7%	15.8%	16.6%	16.9%	17.1%	17.1%
DCED	10.4%	10.9%	10.3%	10.3%	11.2%	9.9%
GET	11.3%	12.2%	12.0%	11.2%	11.4%	11.8%

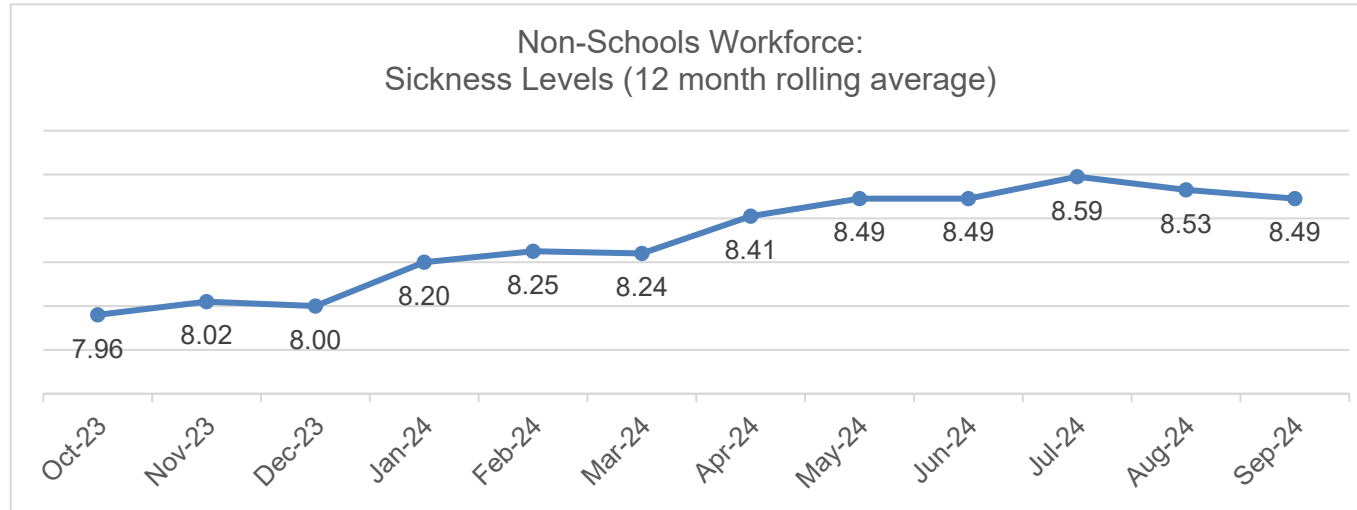
Directorates: Turnover (12 month rolling average – excluding CRSS staff)

	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sept-24
ASCH	10.7%	11.3%	10.7%	11.9%	12.5%	12.3%
CED	8.8%	8.8%	8.9%	8.6%	8.2%	8.1%
CYPE	14.9%	15.0%	16.1%	16.4%	16.4%	16.5%
DCED	10.4%	10.9%	10.3%	10.3%	11.2%	9.9%
GET	10.5%	11.2%	10.8%	10.3%	10.3%	10.6%

*CRSS = Casual Relief, Sessional & Supply staff.

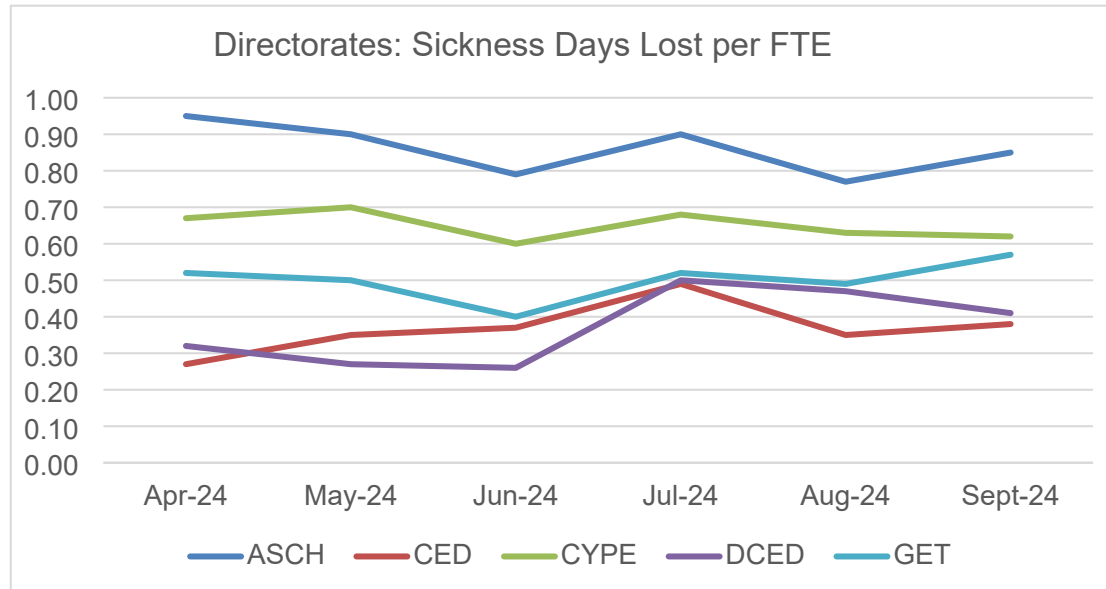
Appendix 4 - Sickness

Non-Schools Workforce: Sickness



Month	Days lost per FTE in month	12 month rolling average
Oct-23	0.80	7.96
Nov-23	0.81	8.02
Dec-23	0.76	8.00
Jan-24	0.86	8.20
Feb-24	0.71	8.25
Mar-24	0.66	8.24
Apr-24	0.67	8.41
May-24	0.67	8.49
Jun-24	0.58	8.49
Jul-24	0.69	8.59
Aug-24	0.61	8.53
Sep-24	0.65	8.49

Directorates: Sickness Days Lost per FTE



Directorate	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sept-24	Total
ASCH	0.95	0.90	0.79	0.90	0.77	0.85	5.16
CED	0.27	0.35	0.37	0.49	0.35	0.38	2.21
CYPE	0.67	0.70	0.60	0.68	0.63	0.62	3.90
DCED	0.32	0.27	0.26	0.50	0.47	0.41	2.23
GET	0.52	0.50	0.40	0.52	0.49	0.57	3.00

Appendix 5 – Equalities

Non-Schools Workforce (excluding CRSS)

	All Staff Mar-24	All Staff Sept-24	Leadership Group Mar-24	Leadership Group Sept-24
Female	79.7%	79.7%	64.3%	63.8%
Asian, Black, Mixed Race and Other Ethnic Groups	9.4%	10.6%	6.9%	7.2%
Disabled	5.8%	6.0%	4.6%	4.7%
Faith	45.7%	46.0%	44.7%	44.7%
Lesbian, Gay and Bisexual	3.4%	3.7%	3.0%	3.4%
Transgender	0.4%	0.4%	0.2%	0.2%

Directorates: All Staff (excluding CRSS)

	Female Mar-24	Female Sept-24	Asian, Black, Mixed Race and Other Ethnic Groups Mar-24	Asian, Black, Mixed Race and Other Ethnic Groups Sept-24	Disabled Mar-24	Disabled Sept-24	Lesbian, Gay and Bisexual Mar-24	Lesbian, Gay and Bisexual Sept-24	Faith Mar-24	Faith Sept-24	Transgender Mar-24	Transgender Sept-24
ASCH	85.7%	85.3%	12.2%	14.0%	5.9%	6.0%	3.1%	3.7%	48.9%	49.0%	0.4%	0.3%
CED	73.2%	73.6%	8.4%	8.4%	4.0%	4.8%	4.5%	5.4%	35.4%	36.3%	0.6%	0.6%
CYPE	86.7%	86.7%	10.0%	11.8%	6.0%	6.2%	3.6%	3.8%	46.4%	47.2%	0.3%	0.3%
DCED	67.5%	66.4%	8.4%	8.9%	6.4%	6.9%	3.3%	3.9%	39.9%	40.5%	0.0%	0.0%
GET	63.7%	64.3%	5.0%	4.9%	5.5%	5.6%	3.1%	2.9%	44.8%	44.5%	0.6%	0.6%

Directorates: Leadership Group (excluding CRSS)

	Female Mar-24	Female Sept-24	Asian, Black, Mixed Race and Other Ethnic Groups Mar-24	Asian, Black, Mixed Race and Other Ethnic Groups Sept-24	Disabled Mar-24	Disabled Sept-24	Lesbian, Gay and Bisexual Mar-24	Lesbian, Gay and Bisexual Sept-24	Faith Mar-24	Faith Sept-24	Trans-gender Mar-24	Trans-gender Sept-24
ASCH	76.8%	77.1%	9.5%	9.5%	3.2%	3.8%	5.3%	4.8%	57.9%	56.2%	1.1%	1.0%
CED	59.8%	58.1%	8.1%	7.5%	4.6%	4.3%	0.0%	0.0%	41.4%	41.9%	0.0%	0.0%
CYPE	69.7%	70.1%	6.6%	6.1%	4.6%	4.8%	4.0%	4.8%	38.8%	38.1%	0.0%	0.0%
DCED	61.9%	56.5%	4.8%	8.7%	9.5%	8.7%	2.4%	4.4%	42.9%	41.3%	0.0%	0.0%
GET	37.9%	37.5%	3.5%	3.6%	3.5%	3.6%	1.7%	1.8%	44.8%	48.2%	0.0%	0.0%

Non Schools Workforce: Age Indicators (excluding CRSS)

Directorate	Aged 25 and under Mar-24	Aged 25 and under Sept-24	Aged 30 and under Mar-24	Aged 30 and under Sept-24	Aged 50 and over Mar-24	Aged 50 and over Sept-24	Aged 65 and over Mar-24	Aged 65 and over Sept-24
All Staff	5.8%	5.8%	15.0%	14.6%	41.5%	41.0%	4.8%	4.7%
Leadership Group	0.0%	0.0%	1.2%	0.7%	48.9%	48.1%	2.8%	2.2%

Directorates: Age Indicators (excluding CRSS)

	Aged 25 and under Mar-24	Aged 25 and under Sept-24	Aged 30 and under Mar-24	Aged 30 and under Sept-24	Aged 50 and over Mar-24	Aged 50 and over Sept-24	Aged 65 and over Mar-24	Aged 65 and over Sept-24
ASCH	3.6%	4.1%	11.8%	11.9%	45.0%	44.2%	5.4%	4.9%
CED	7.8%	8.0%	20.9%	19.7%	27.5%	27.4%	1.1%	1.2%
CYPE	6.4%	6.4%	16.2%	16.0%	37.1%	36.8%	3.2%	3.2%
DCED	5.1%	3.9%	12.4%	12.1%	43.2%	42.8%	3.1%	3.2%
GET	6.9%	6.5%	15.4%	14.5%	49.2%	48.9%	8.8%	8.9%

CRSS = Casual, Relief, Sessional and Supply staff. Leadership Group = staff with a minimum salary of £57,945 (equivalent to minimum of KR13)

Appendix 6 – Equality in Recruitment

Non-Schools Workforce: April-September 2024

Disability

	Applied Count	Applied %	Hired Count	Hired %
Disabled	1,667	7.9%	62	8.3%
Not Disabled	18,384	87.5%	668	89.4%
Chose not to declare	965	4.6%	17	2.3%
Total	21,016	100.0%	747	100.0%

Ethnicity

	Applied Count	Applied %	Hired Count	Hired %
Asian, Black, Mixed Race and Other Ethnic Groups	7999	38.1%	143	19.1%
White	11,953	56.9%	561	75.1%
Chose not to declare	1,064	5.1%	43	5.8%
Total	21,016	100.0%	747	100.0%

Gender

	Applied Count	Applied %	Hired Count	Hired %
Female	13,899	66.1%	557	74.6%
Male	6,466	30.8%	153	20.5%
Chose not to declare	651	3.1%	37	5.0%
Total	21,016	100.0%	747	100.0%

Faith

	Applied Count	Applied %	Hired Count	Hired %
Faith	11,721	55.8%	315	42.2%
No Faith	7,546	35.9%	348	46.6%
Chose not to declare	1,749	8.3%	84	11.2%
Total	21,016	100.0%	747	100.0%

Sexual Orientation

	Applied Count	Applied %	Hired Count	Hired %
Heterosexual	17,380	82.7%	606	81.1%
Lesbian, Gay, and Bisexual	1,425	6.8%	52	7.0%
Chose not to declare	2,211	10.5%	89	11.9%
Total	21,016	100.0%	747	100.0%

Transgender

	Applied Count	Applied %	Hired Count	% of Hired
Transgender	132	0.6%	2	0.3%
Cisgender	19,944	94.9%	703	94.1%
Chose not to declare	289	1.4%	5	0.7%
Unknown	651	3.1%	37	5.0%
Total	21,016	100.0%	747	100.0%

Age Summary

	Applied Count	Applied %	Hired Count	Hired %
16 - 25	4,172	19.9%	111	14.9%
26 - 35	6442	30.7%	196	26.2%
36 - 45	5001	23.8%	174	23.3%
46 - 55	3067	14.6%	146	19.5%
56 - 65	1267	6.0%	65	8.7%
Over 65	71	0.3%	6	0.8%
Chose not to declare	996	4.7%	49	6.6%
Total	21,016	100.0%	747	100.0%

The count of Applied and Hired is in terms of candidate applications. If a candidate has applied for multiple roles, they will be counted multiple times. Undeclared/blank responses have been combined with 'prefer not to say'.

Appendix 7 – Leavers Listed by Leaving Reason

Non-Schools Workforce: April-September 2023

Leaving Reason	Grouping	Total
Compulsory Redundancy	Redundancy	74
Contract Terminated within Probation	Dismissal	5
Deceased	Other	10
Dismissal - Capability - Performance	Dismissal	3
Dismissal - Capability - Statutory Prohibition/Ban	Dismissal	0
Dismissal - Capability - Health	Dismissal	1
Dismissal - Conduct	Dismissal	4
Dismissal - SOSR	Dismissal	2
Early Retirement - Efficiency of the Service	Retirement	1
Early Retirement - Ill Health (Tier 1)	Retirement	1
End of Fixed Term Contract	Other	23
End of Temporary Contract	Other	2
Mutual Termination	Other	8
No Longer Payroll Provider	Other	0
PR/Casual - Not Claimed in the last 12 months	Other	7
Resignation - Career Development	Resignation	15
Resignation - Competition from other employers	Resignation	0
Resignation - Conditions of employment	Resignation	6
Resignation - During formal process	Resignation	9
Resignation - Nature of Work	Resignation	5
Resignation - New Employment	Resignation	217
Resignation - Other	Resignation	211
Resignation - Pay	Resignation	2
Resignation - Personal /Domestic Reasons	Resignation	41
Retirement - Normal	Retirement	78
Second Retirement	Retirement	0
Termination of Supply/Sessional Staff	Dismissal	0
Unknown	Other	7
Voluntary Early Retirement	Retirement	1
Voluntary Redundancy	Redundancy	39
Total		772

Grouping	Count	Proportion
Dismissal	15	1.9%
Other	57	7.4%
Redundancy	113	14.6%
Resignation	506	65.5%
Retirement	81	10.5%
Total Number of Leavers	772	100.0%

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

Appendix 8 – Schools Information

A total of three schools changed to academy status as of 1st September, one of which was a secondary school and two were primary schools.

As of September 2024, this year there were 594 schools of which 460 are primary, one nursery, 103 are secondary, six pupil referral units, and 24 special schools.

At September 2024 there were 9,943.6 FTE school based staff. *

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

Schools Workforce: Staffing Levels

	Mar-24	Jun-24	Sept-24	Change Mar-Sept 24	% Mar-Sept 24
Contract count	18,445	18,431	17,971	-474	-3%
Headcount (inc. CRSS*)	15,077	15,074	14,713	-364	-2%
Headcount (exc. CRSS*)	14,042	14,014	13,690	-352	-3%
FTE	10,135	10,130.77	9,943.6	-191	-2%

*CRSS = Casual Relief, Sessional & Supply staff.

By: Peter Oakford – Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services

To: Personnel Committee

Date: 28 November 2024

Subject: Recruitment deep dive

Classification: **Unrestricted**

Summary: This paper provides an update on analysis undertaken on KCC's recruitment data of minority groups, in particular ethnic minorities and disabled applicants.

1. Introduction

- 1.1 The Annual Workforce Profile report was presented to Personnel Committee in November 2023 where a challenge was raised on the recruitment data relating to ethnic minority candidates, in particular the difference in numbers of applications received to those hired. Whilst the initial focus was on ethnicity, a broader review has taken place across protected characteristics with analysis undertaken.
- 1.2 This paper, along with the presentation at Committee will provide greater insight into which factors have the most impact on the likelihood of securing an interview and being hired at KCC. A presentation will be shared at Personnel Committee on 28th November 2024 with further details of the analysis.

2. Background

- 2.1 KCC's strategic statement, Framing Kent's Future, encompasses the organisation's corporate equality objectives, one of which is to achieve a more diverse workforce that reflects the communities we serve. Data shows that KCC is recruiting minority ethnic candidates at a higher rate (16.1%) than the existing workforce profile (10.6%) increasing from 9.6% in 2023/24, which is broadly representative of the Kent working age population (11.4%). The overall workforce profile of minority ethnic staff has continued to increase.
- 2.2 Through the delivery of the People Strategy, various activities are taking place to ensure we drive towards a more diverse and inclusive workplace. This includes ensuring equality, diversity and inclusion are embedded in the way KCC operates to create a workplace where people feel they belong and are able to deliver their best. How KCC is perceived by prospective employees through the employment value proposition and ensuring inclusive recruitment practices all contribute to this aim.

- 2.3 Recruiting managers are expected to attend a suite of Recruitment training which consists of 4 modules, delivered as e-learning and face to face training with equality, diversity and inclusion (EDI) principles embedded throughout. Our recruitment policy states that at least two people should conduct an interview and all members of the interview panel are expected to have undertaken the EDI e-learning module in the last two years. Between April 2023 and March 2024, 963 people attended the Module 1 (introductory video/e-learning), 145 attended module 2, 105 attended module 3, and 90 attended module 4 face to face training dates held in this period.
- 2.4 Through the DELTA learning platform, there are a range of additional courses relating to EDI such as unconscious bias, being anti-racist, neurodiversity, allyship etc. that all aim to building understanding and awareness to become a more inclusive workplace. EDI is also embedded into the wider development offer, and guidance available on KNet.

3. Recruitment analysis and findings

- 3.1 The analysis undertaken sought to explain why the conversion rate from interview to hired for ethnic minority applicants was proportionately lower than for white candidates in 2023/2024.
- 3.2 A range of factors were considered as part of the analysis undertaken such as age, location of applicant, internal vs. external applicants, disability, gender, number of applications received for a role, number of applications submitted per applicant as well as ethnicity to build a statistical model looking at the interaction of the different factors on the recruitment process, both at the interview and hired stages. The quality of applications has not been examined as part of this analysis.
- 3.3 Looking at ethnicity as a factor, the deep dive reinforced that there was an over-representation of applications from minority ethnic applicants but a lower proportion of these translated to hires, although minority ethnic new hires remains above the workforce profile and Kent working age population. It also showed that a higher proportion of internal staff from minority ethnic backgrounds applied for a new role compared to white staff, and more internal minority ethnic applicants were successful than external applicants, indicating that they are taking advantage of career progression opportunities which is reflected in other data related to internal movement in KCC. As the profile of KCC staff is less diverse than the external applicant pool, any preference for internal staff appointments will result in a hiring rate that is lower for ethnic minority applicants compared to white.

There was a higher proportion of applications from minority ethnic people living in Kent compared to the working age population, and a small proportion of applications were from people outside of UK. Many applications from people living outside the UK cannot be progressed to offer. This is due to not having the right to work in the UK and inability to sponsor them as a result of Home Office eligibility criteria/associated costs for sponsorship for those eligible. This is a factor in the numbers of minority ethnic people being

interviewed, particularly given that the majority of the applications outside of the UK were from ethnic minority backgrounds equating to approx. 1700 people.

- 3.4 In relation to disability, the data shows that we are hiring at rate that is similar to the rate of applications. As a Disability Confident employer, KCC ensures that disabled applicants are given priority status for an interview and this policy appears to be having an impact on the diversity of new hires. What we know from our review of other data sources is that retention of disabled staff at the early part of their employment with KCC is the area of focus, and is being addressed through the Disability Inclusion action plan.
- 3.5 Whilst the data seemed to indicate that minority ethnic applicants were less likely to be invited for interview, there are other demographic factors at play such as being male or under 35. However, these demographic factors were not the main driver in the likelihood of getting an interview. There was also no evidence of protected characteristics driving the decision to hire once interviewed.
- 3.6 The most significant factor on how likely someone got an interview, based on the statistical analysis, was being an internal rather than external candidate. If someone had applied for over 6 jobs with KCC, it was less likely they would get an interview (potentially due to quality of applications). The other biggest factors were then the number of applications submitted per role (as reduces the chances of being interviewed), and whether someone was living outside of the UK.

4. Conclusion

- 4.1 Whilst the data highlighted a potential issue in relation to the recruitment of minority ethnic applicants, the analysis has shown there are other significant factors at play beyond demographics that determine success rates in the recruitment process, namely a preference for hiring internal candidates which will result in a lower hiring rate for minority ethnic staff given the current profile.
- 4.2 Beyond this analysis, we know from broader national trends, other organisations' experiences and research that there are other factors such as socio-economic status and higher unemployment where people may be driven to apply for jobs that may not have the relevant experience. This is where qualitative analysis would provide further insights to inform our approach.
- 4.3 The concepts of bias, both conscious and unconscious, are well-known and come into play in many scenarios people face, both in a workplace and in society as a whole. At KCC, we encourage managers and staff, through our development offer, to be more conscious of their biases and how to moderate these, including during a recruitment process.

- 4.4 Blind recruitment is often cited as a solution to address any potential bias at shortlisting stage. Evidence suggests this has limited impact, as if a recruiting manager was consciously biased, this would play out at the interview stage when any visible differences, including ethnicity may be more obvious. Our emphasis has been, and will continue to be, on empowering and trusting managers to make informed decisions and to upskill them on inclusive recruitment practice.
- 4.5 As illustrated in 2.1, our minority ethnic profile continues to improve and is broadly comparable to our community. However, we will continue to review the data on an annual basis to monitor trends and inform any changes required to our policy and practice.

5. Recommendation

- 5.1 Personnel Committee are asked to note the main findings in the report and supporting slides that will be presented at the meeting.

Report Author:

Louise Gavin People Strategy Advisor

email address: louise.gavin@kent.gov.uk

Relevant Director:

Paul Royel Director of HR & OD

email address: paul.royel@kent.gov.uk

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 8

Document is Restricted

This page is intentionally left blank