

PERSONNEL COMMITTEE

Tuesday, 25th January, 2022

2.00 pm

Council Chamber, Sessions House, County Hall,
Maidstone





AGENDA

PERSONNEL COMMITTEE

Tuesday, 25th January, 2022, at 2.00 pm
Council Chamber, Sessions House, County
Hall, Maidstone

Ask for: **Anna Taylor**
Telephone **03000 416478**

Membership (11)

- Conservative (7): Mr R W Gough (Chair), Mrs C Bell, Mrs S Chandler,
Mr P J Oakford, Mrs S Prendergast, Mr C Simkins and
Mr B J Sweetland
- Labour (1): Dr L Sullivan
- Liberal Democrat (1): Mrs T Dean, MBE
- Green and
Independent (1): Mr S R Campkin

UNRESTRICTED ITEMS

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

- 1 Membership
- 2 Substitutes
- 3 Declarations of Interests by Members in items on the Agenda for this meeting.
- 4 Minutes - 11 November 2021 (Pages 1 - 4)
- 5 People Strategy (2022-2027) (Pages 5 - 30)
- 6 Inclusion at KCC (Pages 31 - 58)
- 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 Local Pay Bargaining 2022 - 23 (Pages 59 - 78)

Benjamin Watts
General Counsel
03000 416814

Monday, 17 January 2022

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Council Chamber on Thursday, 11 November 2021.

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

IN ATTENDANCE: Mrs A Beer (Corporate Director of People and Communications), Mr P Royel (Head of HR & OD) and Mr J Cook (Democratic Services Manager)

UNRESTRICTED ITEMS

1. Membership

(Item 1)

RESOLVED that the Membership be noted.

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

(Item 3)

No declarations were made at the start of the meeting.

At the commencement of Item 8 – Pay Bargaining, Dr Sullivan declared an interest as her husband was a KCC employee.

3. Annual Workforce Profile Report Update

(Item 4)

1. Paul Royel presented the report, explaining that the majority of the data was unaltered since the previous consideration by the Committee and noting that the Committee had recognised then that the data was indicative of unusual times for the organisation and employment arrangements more generally.
2. Mr Royel provided an overview of key points in the report, including highlighting that recruitment and absence levels were returning to normal levels; turnover was increasing but still at the low end of the normal expected bracket (10 – 15%); female representation at senior levels continued to be high; sickness levels were up slightly on the previous year but not at pre-pandemic levels.
3. Mr Royel replied to questions of detail and noted comments, which included the following:
 - Higher Adult Social Care directorate sickness levels were expected to a degree, in part because of stricter regulations dictating when staff must take sick leave. Additional capacity to cover sickness absence was built into service and staffing arrangements.

- Some leavers were asked for feedback on the organisation at the point of departure but there were limitations on how and when this was captured and not necessarily as illustrative as might be anticipated.
- COVID specific sickness absences only accounted for 5% of sick leave.

RESOLVED that the report be noted.

4. People Strategy 2017 to 2022 Evaluation

(Item 5)

1. Mr Royel introduced the report which provided an evaluation of the People Strategy 2017 – 2022. The Strategy was the first of its type used at KCC serving as an overarching employment strategy for the organisation. Mr Royel explained that the Strategy set out a 5 year vision for the workforce so it was clear what KCC expected as an employer and how it worked with staff. He advised that some aspects had been accelerated in response to the Pandemic and it now featured as one of the key projects within the Strategic Reset Program.
2. The evaluation undertaken had examined all 8 main aims and objectives of the Strategy and Mr Royel provided an overview of the findings. Key successes included; recognition of good engagement with staff, E-Learning development, reshaping of the management development offer and the introduction of the Kent Academy. In addition, other achievements across the employment offer included; 26% increase in Kent Rewards use over 4 years, two thousand mindfulness sessions attended, positive response in staff surveys for staff being treated with respect, 24% reduction in the use of agency staff (excluding COVID testing staff) and increase in the graduate intake scheme.
3. Mr Royel noted that there remained areas for further work, as would be expected. Key points included; the need to build managerial confidence as part of the ongoing management development programmes, workforce planning needed to be more strategic to ensure KCC had the right people in the right places at the right time.
4. Summarising, Mr Royel confirmed that the evaluation had indicated significant positive outcomes via the People Strategy and the activity required to address the areas for further work would continue to be managed under the next Strategy.
5. Mr Royel responded to questions of detail and comments, which included:
 - Confirming that additional work had been undertaken to help the organisation better understand and address issues related to staff sickness involving mental health and that there was also a staff support group focusing on mental health.
 - It was clarified that while the vast majority of managers had the right skills and knowledge and were supported by effective policies and processes, some lacked the confidence to respond flexibly and dynamically. This had been highlighted in the pandemic and was being assessed to deliver a positive solution.

- Ensuring clear understanding at all levels in terms of accountability and responsibility was accepted as a vital issue and that it was important that managers were able to make decisions at the right level. Staff survey results indicated that there was increased support and understanding for management, partly due to the increased visibility and leadership action required during the pandemic.
- The Total Contribution Payment system explained in terms of the organisation needing to have a consistent and manageable approach to assessing and rewarding performance. It was highlighted that the financial differences between grades was not necessarily significant but the formal process ensured the organisation had to recognise hard work and good performance with improved pay. The number of appeals against TCP gradings remained very low.
- It was explained that the gender pay-gap calculation was not seen as effective and useful approach and that the organisation instead valued the effective grading and evaluation of jobs and more importantly, the equal pay audit undertaken showed that there was no discrepancy in terms of equal pay. It was suggested that the skewed averages shown in the gender pay-gap calculation reflected wider societal issues which influenced some employment elements and they were beyond the remit of the Council address. It was highlighted that the high number of women in senior roles at KCC evidenced that there were not major barriers to progression and significant success within the organisation.
- In terms of inclusion, the conversion rate of applications to jobs for relevant groups had improved significantly since the implementation of the Strategy. The work of support groups was highlighted in this area and to ensure the organisation can listen to staff and understand their experiences better. Further work was still required to improve diverse and inclusive recruitment but it was noted that wider societal factors impacted on recruitment in ways outside of KCC's control.

RESOLVED that the achievements and overall evaluation of the People Strategy be noted.

5. Employee Relations Casework Activity

(Item 6)

1. Mr Royel introduced the report, explaining that data and figures always varied due to the differences between cases. He highlighted that the complexity of cases had increased significantly.
2. Following up from points raised at previous meetings, Mr Royel provided further information regarding the reasoning for settlements. This involved clarifying commercial assessments were important in terms of considering the most efficient and appropriate way for KCC to manage these type of situations.
3. Responding to questions, Mr Royel advised Members that the appeals process was robust and appropriate. The concern regarding how any existing relationships between staff involved in the complaints process was noted but reassurances were given regarding appropriate separation when required. The suggestion of direct Member involvement in the process was not considered

necessarily appropriate in view of the different relationship with KCC and the importance of maintaining independence.

RESOLVED that the report be noted.

6. Exclusion of the Press and Public
(Item 7)

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

EXEMPT ITEMS

(Open minutes)

7. Pay Bargaining
(Item 8)

(Dr Sullivan declared an interest in that her husband was a KCC employee but stated that it did not preclude her from participating in the discussion.)

1. Mr Royel provided an update on progress with the local pay bargaining arrangements for 2022/23. It was highlighted that the outcome of the negotiations would be considered at the January Personnel Committee meeting.

RESOLVED that the update be noted.

By: Bryan Sweetland – Cabinet Member for Communications, Engagement, People and Partnerships
Amanda Beer – Corporate Director People and Communications

To: Personnel Committee

Date: 25 January 2022

Subject: People Strategy 2022 to 2027

Classification: Unrestricted

Summary: This paper introduces a proposed new People Strategy for the next 5 years.

1. Introduction

- 1.1. The Authority's first People Strategy, 2017-22, set out an overarching employment strategy for KCC. It recognised the fundamental importance of the role played by our workforce and how we aimed to position ourselves as an employer, along with the clear expectations of leaders, managers, and staff.
- 1.2. As a result of the pandemic key elements of the strategy were accelerated so as to be able to deliver by the end of 2021. The principles, core content and 'outcomes' of the 2017-22 Strategy were reported to Personnel Committee in November 2021. This work forms the foundation for the future of our people strategy, considering the context and scale at which our County Council operates.
- 1.3. Emergent employment trends and academic research into the future of work emphasise the need for employers to take account of personalisation, social value, and the influence of digital technologies in their approach to recruitment and retention of talented people. Coupled with the macro-economic considerations that influence pay, terms, and conditions our strategic approach for the next five years will provide the frameworks, structures, and support mechanisms to ensure we grow our ambitions to be an inclusive employer of choice.
- 1.4. The Pandemic has created something of a revolution in employment terms. Employees are currently driving the market. The latter part of 2021 saw an upturn in vacancy rates and discerning candidates had the opportunity to examine the whole employee package as part of their recruitment process. The work we have done to date sets us on a path to continue innovating and growing our offer in a competitive marketplace.

We will continue to address flexible working approaches, what we need as an employer and what employees can expect from us. Our strategic approach will support agility in the development of our skills and create opportunities for career pathways that support our people to recognise the impact of the work they do to secure good outcomes for our residents and contribute to our goals and ambitions as a Council.

2. Content

- 2.1. Attached is the proposed draft People Strategy. The document is split into clear sections intended to outline our vision and aspirations, the approach we will take and our evaluation. Also attached is the Equality Impact Assessment of the proposed strategy.
- 2.2. Our Organisation Design Principles were revised as part of the employer response to the pandemic and opportunity to 're-set' ourselves as an employer. They provide the framework for growth and development and underpin how we act as an employer. The details of the 9 principles are outlined in the attached People Strategy document and will be used to provide a consistent challenge and focus of our subsequent activity over the next 5 years.
- 2.3. The 'vision' is detailed in the attached proposed Strategy. At its heart is an intent to be an inclusive employer, enabling the best possible performance from all our workforce.
- 2.4. As previously the strategy is not intended to duplicate the content of the related documents and activity but will set a framework and provide a single, concise narrative for KCC as an employer for staff and managers.

3. Outcomes

- 3.1. The 'vision statement' sets out what workforce we expect to have and what kind of employer we intend to be at a 'principle' level. It also recognises the considerable challenges and changing environment we will continue to operate in over the life of the strategy.
- 3.2. The outcome statements and supporting actions embed the future focus of this strategic approach, clearly setting out the work required to ensure effective and sustainable delivery over time.
- 3.3. This strategy is intended to set the framework and principles for the next 5 years and act as a guide for HR & OD work and development in that time. The approach we will take to continuous improvement and review builds in the opportunity to prioritise emergent themes driven by market forces, national policy, or local conditions.

4. Evaluation and Assessment

- 4.1. The evaluation of the strategy will be informed by a suite of focused Key Performance Indicators. We will use the thematic areas outlined in the strategy to showcase the impact and outcomes being delivered. Our measurement will also be deliberative, making use of our management and staff networks to explore and manage our focus through the lens of continuous improvement.

5. Recommendations

Personnel Committee are invited to:

- 5.1. Consider and agree the proposed People Strategy.
- 5.2. Agree to receive an annual review of progress of the Strategy

Report Author: Paul Royel
Name, job title: Head of HR & OD
Telephone number: 03000 416631
Email address: paul.royel@kent.gov.uk

Relevant Director: Amanda Beer
Name, job title: Corporate Director People & Communications
Telephone number: 03000 415835
Email address: amanda.beer@kent.gov.uk

Background documents: People Strategy 2017-22 Evaluation Report to Personnel Committee 11 November 2021





This page is intentionally left blank

Our People Strategy 2022-2027

The future of work at Kent County Council

For the next five years our People Strategy will shape the future of work at our Council. The strategic approach we take will create an environment that People want to be part of, continuously improving and delivering for the people of our County

Contents

Our vision and aspirations.....	4
Our approach	6
 Maximising organisational Capacity, Capability and Development.....	7
 Creating an environment for people to join and thrive	7
 A complete recognition of the workforce.....	8
 Smart Resourcing.....	8
Evaluation.....	10

Our Foundations

This people strategy is designed to build on the work of the last five years, creating the conditions for excellence across our workforce. During 2020/21 we accelerated the delivery of key elements of our first people strategy to increase our capacity and support for wellbeing, flexible working and ensure the nature of who we are as an inclusive employer could be brought to the fore. The goal throughout 2020 and 2021 was to support our reset and recovery, making certain that our people had the tools they needed to deliver excellent public services in a flexible way.

Our Design Principles, set out in 2020, provide the framework for organisation growth and development. Creating a single strategic focus for our activities in support of service objectives. They underpin how we act as an employer, our approach, and the delivery of our organisation objectives. There are nine principles that will be carried through to provide a consistent basis for the next phase of our People Strategy Development.

Our design principles ensure that our approach is:

- **Personalised** Recognising our staff have different needs, expectations aspirations
- **KCC Focus** Delivering the best possible outcome for residents
- **Political** Strategic aspiration of KCC is set by the County Council
- **Community** Seek to cultivate our communities through employment and collaboration
- **Agility** That our governance and decision making is swift
- **Service Impact** Clarity and consistency of purpose with an emphasis on “impact”
- **Digital** Is the ambition of the organisation within Kent’s overall digital strategy
- **Collaboration** Is a default and an expectation
- **Development** That we are curious and constantly learning



The acceleration of our people strategy has delivered on our commitment to provide an enhanced programme of support organisation wide resulting in:

- Cultural Aspirations and Values designed from the feedback and observations of our people, embedded through a range of supported development at all levels
- Strong leadership Traits and Management Capabilities setting the expectations for people managers KCC with supported development to build knowledge and enhance learning.
- Redefined resourcing requirements supported by an enhanced Employer Brand with refreshed and targeted recruitment approaches delivered
- Targeted workforce development embracing the development of our Apprenticeship offer at KCC and supporting the national Kickstart programme
- Tools and activities to support the management of change and workforce planning with targeted activities delivered across Directorates, building in house capacity to provide regular support

These actions and activities provide the foundation for the next phase of development, considering the future of work at KCC in the context of both our organisation strategy, and our role as one of the largest employers in the County.

This strategy is designed for our Council to build a workforce for the future. Attracting and retaining talent with a desire to deliver meaningful work with purpose. We want our people to be part of an organisation driven by social responsibility, and the creation of social value. To rise the challenges in the next five years we must focus our efforts on breaking down professional boundaries enabling collaboration and increased agility through joint working, we want collaboration by design. Organisations operating at scale must be data driven, creating a robust evidence based for the outcomes we set and the actions we deliver. This is a challenge for the organisation, all leaders, managers, and staff.

A healthy and engaged workforce, empowered to act, share knowledge and able to be themselves at work requires authentic leadership and personal accountability. Our structures must encourage agility with less hierarchy, supporting effective project approaches and collaborative tools that will harness innovation. We need to embrace and maximise the potential that technology offers both staff and our service delivery.

Kent County Council is an inclusive employer where difference is valued. Our people have a sense of belonging and trust in the Organisation, enabling all of us to bring our whole selves to the work we do. KCC supports people to deliver to the best of their ability, celebrating the skills and talents of our diverse workforce. We expect the very best from each other and we do the right thing to ensure effective delivery across all our Council's services.

The People Strategy will lead towards the following outcomes delivered by a clear range of supporting actions

Our people are supported to be well at work

We will provide a safe, supportive, and healthy working environment with wellbeing at the heart of change

Our people are motivated and deliver well for the people of Kent

We will create mechanisms to support effective self-leadership across our workforce, the tools and information to take action and the coaching support to enable growth and development.

We have clear career pathways to encourage young people into our organisation and our sector

We will mobilise and sustain opportunities for access to careers in KCC and with partners organisation for young people aged 16-25.

This work will be enabled through expert advice, guidance, and supported development

Talented people are well managed and supported to develop their careers at Kent County Council

We will work together to retain our talent, offering opportunities for career development through succession planning and clearly identified talent management programmes.

Kent County Council is an Employer of Choice in the sector

Our employer brand is clear, and we will be known for and celebrate the moments that matter to our residents delivered through the contribution of our people.

Our people have what they need to innovate and change

We will be future focused, reimagining what is possible within our organisation and across our sector capitalising on digital skills and technology.

Our leaders and managers are accountable and drive the effective delivery of our services

We will collaborate organisation wide to support leaders and managers with their roles and responsibilities targeting interventions to support growth in each of these areas and ensure accountability is clear for the delivery of these aspirations.

We will foster an inclusive culture where people are treated fairly and with respect through development and the delivery of supported learning, knowledge sharing and engagement.

DRAFT

Our approach

The foundation of this strategy is established through the design principles, values, and our ongoing cultural ambitions. Each help to define the approach we all take to working at KCC. They provide the framework for our employment deal and the way we work.

Everything we do should be guided by our values. These are the values we demonstrate ourselves, see around us and collectively and individually strive for. We must hold ourselves and each other to account in doing so:

- We are brave. We do the right thing, we accept and offer challenge
- We are curious to innovate and improve
- We are compassionate, understanding, and respectful to all
- We are strong together by sharing knowledge
- We are all responsible for the difference we make

What does it feel like to work here? What culture do we need around us to deliver our values?

- Compassionate & inclusive
- Working together – building and delivering for the best interests of KCC
- Externally focused – residents, families, and communities at the heart of decision making
- Flexible/agile – willing to take (calculated) risks
- Empowering – our people take accountability for their decisions and actions
- Curious – constantly learning and evolving

The culture we aspire to will sustain our working practices now and in the future. It will be examined through our leadership, management, and the delivery of our individual objectives. Each of us will be accountable for demonstrating how we have done our jobs in line with our values and culture.

Our Roles

- Leaders – to provide the strategic direction, collective accountability and demonstrate the desired behaviours. Are accountable.
- Managers – enable the ambition, create, and maintain the required culture and behaviours, to empower their teams and to demonstrate our values. Are accountable.
- Staff – to bring and be their best. Appreciate and demonstrate the organisations values. Are accountable.

How will we get there?

It is intended that the approach to this strategy will work for KCC as a whole and is sufficiently adaptive to be meaningful for Directorates, with a focus on outcomes supporting actions as outlined above and coordinated through the delivery against strategic themes:

- Maximising organisational capacity, capability, and confidence
- Creating an environment for people to join and thrive
- A complete recognition of the workforce
- Smart Resourcing



Maximising organisational Capacity, Capability and Development

- Delivering our culture and values – focus on **How** we do things – not just **What** we do – strong sense of identity and common purpose
- Inclusive and fair to all
- The best leadership and management
- Greater connectivity – free moving information and collaboration – a learning organisation
- Talent management - Digitally savvy talent
- Learning and development – delivering individual and tailored programmes with collective value



Creating an environment for people to join and thrive

- Underpinned by strong staff engagement
- Our brand, centres on creating and celebrating the moments that matter to our residents delivered by our skilled people.
- “Creating an environment that people want to be belong to” – this means creating and sustaining an inclusive culture where people are valued and supported. We keep a focus on embracing and celebrating the diversity of our people and the communities across Kent, making certain that our people reflect the diversity across Kent.
- Recognising that the current generation and future employees will have new and different career aspirations will expect more variety that will need to be designed for.
- Employment deal needs to be understood, appreciated, and maximised to make certain we have the correct balance for the organisation and our people.
- Reward and recognition to match future aspirations and maximise opportunity to support our organisation objectives and ambitions
- Organisational design and work design – to create purpose and meaningful work by mobilising our people to deliver in a way that supports agility and flexibility in the way we do things
- Active social media engagement, celebrating who we are, what we do and its impact – enhancing the sense of what our people contribute towards every day



A complete recognition of the workforce

- Provide a safe, supportive, and healthy working environment – wellbeing at the heart of change
- Individual and corporate commitment of and understanding of 4 pillars of wellbeing and health and safety
- Make mental health and mindfulness matter.
- Active engagement in well-being and resilience.
- Proactively enabling a better work-life balance for all our people, through the design of roles and implementing the flexibility of working arrangements, supported by all managers across the organisation. Our focus will be on the effective delivery of outcomes in each role and for every person.
- Continue to strive to represent our communities and ensure the environment is as inclusive as it can be.



Smart Resourcing

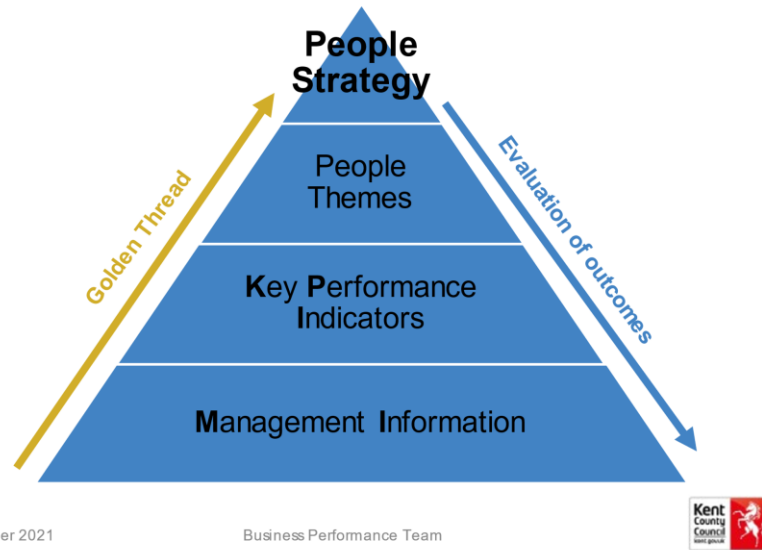
- Enhanced agility and flexibility in processes, procedures, and work patterns, supports positive growth and positive change
- Recruitment process and the employee journey
- Recruit for character/mindset – train for mastery
- Active use of social media
- Inclusive recruitment
- Agile and flexible deployment – access to flexible career pathways
- Strategic workforce planning within and across the organisation
- Showcase the diversity of roles and professions and career pathways
- Coordinated approach to the recruitment and retention of young people
- Shared performance management

Core theme	Outcomes	Supporting actions
Maximising organisational capacity, capability, and confidence	Our people are supported to be well at work	We will provide a safe, supportive, and healthy working environment with wellbeing at the heart of change
	Our people are motivated and deliver well for the people of Kent	We will create mechanisms to support effective self-leadership across our workforce, the tools and information to take action and the coaching support to enable growth and development.
Creating an environment for people to join and thrive	We have clear career pathways to encourage young people into our organisation and our sector	We will mobilise and sustain opportunities for access to careers in KCC and with partners organisation for young people aged 16-25. This work will be supported through expert advice, guidance, and supported development
	Kent County Council is an Employer of Choice in the sector	Our employer brand is clear, and we will be known for and celebrate the moments that matter to our residents delivered through the contribution of our people.
	Talented people are well managed and supported to develop their careers at Kent County Council	We will work together to retain our talent, offering opportunities for career development through succession planning and clearly identified talent management programmes.
A complete recognition of the workforce	Our leaders and managers are accountable and drive the effective delivery of our services	<p>We will collaborate organisation wide to support leaders and managers with their roles and responsibilities targeting interventions to support growth in each of these areas and ensure accountability is shared for the delivery of these aspirations.</p> <p>We will foster an inclusive culture where people are treated fairly and with respect through supported development and delivery of supported learning, knowledge sharing and engagement support</p>
Smart Resourcing	Our people have what they need to innovate and change	We will be future focused, reimagining what is possible within our organisation and across our sector capitalising on digital skills and technology.

How will we know we are on track?

Approach: How we will measure the strategy

Setting the Course: Strategic Reset Programme



Choosing what to measure:

A focus will be on the review and measurement of the core people strategy themes to enable evaluation of the ambition built up from the analysis of the outcomes and supporting actions.

How we will monitor measures:

- A Key Performance Indicators dashboard
- More detailed Management Information dashboards (by People Theme)
- Baseline and benchmark position
- Monitor progress and direction of travel

People Strategy Proposed Measures

	Smart Resourcing	Maximising organisational capacity, capability and development	Creating an environment for people to join and thrive	Complete recognition of the workforce
KPIs	<ol style="list-style-type: none"> 1. % of employees who would recommend KCC as a great place to work 2. Average time to hire 3. Position against the national Apprenticeship Levy target 4. KCC workforce representation compared to Kent (Census 2021) 	<ol style="list-style-type: none"> 1. Training days per FTE 2. % of employees who feel they are able to access the right learning and development opportunities to support their role 3. % of employees who rated their manager positively 4. % of managers that say that their staff have the right skills to do their role 	<ol style="list-style-type: none"> 1. % of employees who rate their engagement with KCC positively 2. % of employees who are satisfied with the total employee package 3. % of 'Higher' TCP ratings awarded 4. % of internal promotions 	<ol style="list-style-type: none"> 1. % of employees who believe that KCC cares about the wellbeing of its staff 2. Average days lost to staff sickness 3. % of employees who believe they achieve a good work-life balance 4. % of employees who feel their manager supports their wellbeing / Mental Health
Management Information	<ul style="list-style-type: none"> • % of candidates that had a positive recruitment experience • Number of candidates engaged with our recruitment social media platforms • Number of 'hits' on KCC recruitment website • Number of jobs advertised with flexible working conditions • Internal: External candidate hired ratio • Number of 'Young People' hired • Voluntary Turnover rate for apprentices • Voluntary Turnover rate for graduates • Diversity of candidates across all protected characteristics • % of employees who feel they are empowered to work flexibly 	<ul style="list-style-type: none"> • Gender pay gap across council employees • Diversity across all protected characteristics • Leadership demographics - KCC workforce • Representation of BAME and disabled staff in the leadership group • TCP profile across all protected characteristics • Number of case managements across all protected characteristics • % of employees who rate the culture of KCC positively • Number of digital champions • Number of e-learning courses undertaken • Number of virtual/face to face training courses undertaken • Employee: Manager training referrals ratio 	<ul style="list-style-type: none"> • Turnover rate for all employees • Voluntary turnover rate for all employees • Staff survey participation rate • % of employees who feel that they are appropriately rewarded/paid for the role that they do • % of 'Higher' TCP ratings awarded for managers • Number of Staff Awards/Because of you posts • % of employees who feel they can progress within KCC • Number of employees engaged with 'Aspire' • Number of employees engaged with the 'Black and Minority Ethnic Forum' • Number of employees engaged with 'Level Playing Field' • Number of employees engaged with 'Rainbow' • Number of employees currently on 'loan' to another team 	<ul style="list-style-type: none"> • Average days lost to MSK sickness • Average days lost to Mental Health related sickness • Number of support line referrals • Reduction in workplace accident and incident reports • % of employees engaged with resilience training • Leaving reasons profile • % of employees engaged with Mental Health related training • Number of employees using carers leave • Number of OH referrals • Number of employees engaged with the 'Mental Health Support Network'

Achieving our strategy:

Setting four thematic areas allows for us to maintain a degree of flexibility in the delivery of the strategy. The world of work has seen a revolution of sorts over the past couple of years including the dynamic nature of emergent technologies and approaches to people management means we must build in the ability to both predict and respond to trends and changes as an employer. Our tiered approach to evaluation will also allow for a focus on continuous improvement and support targeted activities as required.

Each of us play a role in delivering this strategy for KCC. Living our values, supporting our people, challenging where necessary and ensuring collaboration across KCC is our default to deliver well for the People of Kent. Our HR&OD Service will lead the delivery of high quality and timely support interventions working with Leaders and Managers to ensure the right people-based solutions for the work that we do. The success of the strategy will be determined not only by this professional input but by the individual and collective accountability taken by Leaders and Managers to deliver their roles in

a way that reinforces inclusive practice, connects to the strategic themes, and provides clarity and ownerships for decisions and actions taken. Sharing in the ambitions for our organisation means that we will build on our strengths, learn from one another, and support the future goals of our organisation by retaining and attracting talented individuals, who are celebrated for their unique contribution.

DRAFT

EQIA Submission Draft Working Template

If required, this template is for use prior to completing your EQIA Submission in the EQIA App.

You can use it to understand what information is needed beforehand to complete an EQIA submission online, and also as a way to collaborate with others who may be involved with the EQIA.

Note: You can upload this into the App when complete if it contains more detailed information than the App asks for and you wish to retain this detail.

Section A

1. Name of Activity (EQIA Title):	People Strategy 2022-2027
2. Directorate	ST
3. Responsible Service/Division	People & Communications

Accountability and Responsibility

4. Officer completing EQIA Note: This should be the name of the officer who will be submitting the EQIA onto the App.	Louise Gavin
5. Head of Service Note: This should be the Head of Service who will be approving your submitted EQIA.	Paul Royel
6. Director of Service Note: This should be the name of your responsible director.	Amanda Beer

The type of Activity you are undertaking

7. What type of activity are you undertaking?	
Tick if Yes	Activity Type
	Service Change – operational changes in the way we deliver the service to people.
	Service Redesign – restructure, new operating model or changes to ways of working
	Project/Programme – includes limited delivery of change activity, including partnership projects, external funding projects and capital projects.
	Commissioning/Procurement – means commissioning activity which requires commercial judgement.
Yes	Strategy /Policy – includes review, refresh or creating a new document
	Other – Please add details of any other activity type here.

8. Aims and Objectives and Equality Recommendations – Note: You will be asked to give a brief description of the aims and objectives of your activity in this section of the App, along with the Equality recommendations. You may use this section to also add any context you feel may be required.

The People Strategy aims to set out the vision and strategic intent for the future KCC workforce 2022-27, to support the delivery of KCC's overall aims and objectives.

There have been no negative impacts identified across the protected characteristics as part of the initial drafting of the Strategy. However, this EQIA should be treated as a live document in order that the equality impacts are continually assessed on an ongoing basis as future equality issues arise

Section B – Evidence	
<i>Note: For questions 9, 10 & 11 at least one of these must be a 'Yes'. You can continue working on the EQIA in the App, but you will not be able to submit it for approval without this information.</i>	
9. Do you have data related to the protected groups of the people impacted by this activity? Answer: Yes/No	Yes
10. Is it possible to get the data in a timely and cost effective way? Answer: Yes/No	Yes
11. Is there national evidence/data that you can use? Answer: Yes/No	Yes - Benchmarking data, future workforce trend data
12. Have you consulted with Stakeholders? <i>Answer: Yes/No</i> <i>Stakeholders are those who have a stake or interest in your project which could be residents, service users, staff, members, statutory and other organisations, VCSE partners etc.</i>	Yes
13. Who have you involved, consulted and engaged with? <i>Please give details in the box provided. This may be details of those you have already involved, consulted and engaged with or who you intend to do so with in the future. If the answer to question 12 is 'No', please explain why.</i>	
In formulating this strategy, the wider HR/OD function has been involved. There are plans to engage the Trade Unions, CMT and Directors OD group before this is formally approved by Personnel Committee in January 2022.	
14. Has there been a previous equality analysis (EQIA) in the last 3 years? Answer: Yes/No	No, but each element of delivery on accelerated part of the People Strategy has been reviewed and corporate equalities plan is based on this and previous strategies.
15. Do you have evidence/data that can help you understand the potential impact of your activity? Answer: Yes/No	Yes – the evaluation report from the previous People Strategy 2017-22, which incorporates data from the Inclusivity Indicator (the model for understanding how inclusive we are as an employer). The proposed evaluation template for this new strategy shows how we intend to monitor impact.
Uploading Evidence/Data/related information into the	Previous People Strategy evaluation report 2017-22

App <i>Note: At this point, you will be asked to upload the evidence/ data and related information that you feel should sit alongside the EQIA that can help understand the potential impact of your activity. Please ensure that you have this information to upload as the Equality analysis cannot be sent for approval without this.</i>	Inclusivity Indicator 2019-20
--	-------------------------------

Section C – Impact

16. Who may be impacted by the activity? Select all that apply.

Service users/clients <i>Answer: Yes/No</i>	Yes	Residents/Communities/Citizens <i>Answer: Yes/No</i>	Yes
--	-----	---	-----

Staff/Volunteers <i>Answer: Yes/No</i>	Yes	
---	-----	--

17. Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing? <i>Answer: Yes/No</i>	Yes
--	-----

18. Please give details of Positive Impacts

The vision for the People Strategy is as follows: ‘We are an inclusive organisation, supporting and celebrating the skills and talents of our people. We expect the very best from each other and we do the right thing to support effective service delivery through all our Council’s service.’

On achieving this aim, there will be a positive impact for all protected groups across the workforce. There will be specific activity to improve the experience of certain under-represented groups, as informed by workforce data e.g. race and disability. There is also a specific outcome to provide clear pathways to encourage young people into the organisation/sector, which will improve workforce diversity in terms of age.

Similarly, if our staff are supported to be well at work, are well managed and supported to develop, and motivated to deliver well for the people of Kent, service users/clients, residents and communities will be positively impacted across all protected characteristics. Our leaders and managers will be held to account to drive the effective delivery of services, which includes equality considerations.

The priorities will flex over the lifetime of the strategies, and diversity and inclusion principles will be an integral part of these.

Negative Impacts and Mitigating Actions

The questions in this section help to think through positive and negative impacts for people affected by your activity. Please use the Evidence you have referred to in Section B and explain the data as part of your answer.

19. Negative Impacts and Mitigating actions for Age

a) Are there negative impacts for age? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
--	----

b) Details of Negative Impacts for Age	<p>There should be no negative impact on staff due to age, as the People Strategy is designed to be inclusive of all. Whilst some activity will be targeted to address gaps in some age groups such as the focus on young people, this will not be at the detriment of others/an ageing workforce (although there could be a perception risk here)</p> <p>As at Oct 2021, Oracle data shows that KCC has a</p>
---	--

	<p>headcount of 9369 employees. The age of staff members ranges from 16 to 85 years old.</p> <p><i>Predicting needs and aspirations of future generations</i></p>
c) Mitigating Actions for age	<p>To be truly inclusive, our employment proposition needs to reflect the age profile, both now and in the future. Through horizon scanning and ongoing engagement with our workforce, there will be an eye to the needs and aspirations of future generations.</p> <p>The employment offer will provide sufficient variety to meet the needs of individuals at any age. This includes targeted wellbeing support to ensure staff remain well at work as they age.</p> <p>Ensure people have what they need to innovate and change, regardless of age, recognising different needs of age groups across the organisation.</p> <p>Ensure variety in development programmes, as current and future generations will have new and different aspirations</p> <p>To address the perception risk, we will look at knowledge sharing across the whole organisation to enable everyone to input.</p>
d) Responsible Officer for Mitigating Actions - Age	Paul Royel
20. Negative Impacts and Mitigating actions for Disability	
a) Are there negative impacts for Disability? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Disability	<p>There should be no negative impact on staff due to disability, as the People Strategy is designed to be inclusive of all.</p> <p>Current workforce data suggests staff with disabilities are under-represented at KCC, with 4.22% of the workforce considered disabled (as at Oct 2021). Data also suggests they do not experience the organisation as positively as others, as evidenced by TCP data, staff survey etc. This Strategy will seek to address these issues.</p> <p>As technology evolves, this may pose a risk in how disabled staff are able to deliver in their roles</p>
c) Mitigating Actions for Disability	Disability action plan to ensure we are representative of the communities we serve, to develop a culture where staff feel confident and reach their full potential and

	<p>continue to involve and engage staff with disabilities in decision making.</p> <p>Continuous improvement through digital accessibility programme and ongoing engagement with Level Playing Field and other staff groups.</p> <p>Flexible working considerations to support disabled staff, through workplace adjustments to office space and equipment</p> <p>Good conversations across the organisation to inform priorities</p>
d) Responsible Officer for Mitigating Actions - Disability	Paul Royel
21. Negative Impacts and Mitigating actions for Sex	
a) Are there negative impacts for Sex? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Sex	<p>There should be no negative impact on the sex of staff, as the People Strategy is designed to be inclusive of all.</p> <p>The current ratio of men/women in our workforce balanced in favour of women. As at Oct 2021, 79.45% of staff were female, 20.55% were male.</p>
c) Mitigating Actions for Sex	<p>Variety in the employment offer to meet different needs of both men and women.</p> <p>Monitor via survey data to provide an indication on how people respond to way we work</p> <p>Developing an inclusive culture and behaviours to ensure all staff feel included</p>
d) Responsible Officer for Mitigating Actions - Sex	Paul Royel
22. Negative Impacts and Mitigating actions for Gender identity/transgender	
a) Are there negative impacts for Gender identity/transgender? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Gender identity/transgender	<p>There should be no negative impact on the gender identity of staff, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 0.50% were transgender. The number of staff declaring their gender identity has increased/the number of staff stating unknown has reduced.</p>
c) Mitigating actions for Gender identity/transgender	Ongoing engagement with Rainbow staff group to

	<p>understand specific needs of staff, and via annual staff surveys to inform existing Diversity and Inclusion programme of activity.</p> <p>Active use of pronouns and storytelling through ongoing communications and engagement activity</p>
d) Responsible Officer for Mitigating Actions - Gender identity/transgender	Paul Royel
23. Negative Impacts and Mitigating actions for Race	
a) Are there negative impacts for Race? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Race	<p>There should be no negative impact on the race of staff, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 8.25% of the workforce were black and minority ethnic.</p> <p>Current workforce data suggests black and minority ethnic staff do not experience the organisation as positively as white staff, as evidenced by TCP data, staff survey etc. This Strategy will seek to address these issues.</p>
c) Mitigating Actions for Race	<p>A Race Equality action plan is in place to improve the experience of black and ethnic minority staff.</p> <p>Ongoing engagement with our staff group Black and Minority Ethnic forum, and via the annual staff survey to inform the delivery of the D&I programme.</p>
d) Responsible Officer for Mitigating Actions - Race	Paul Royel
24. Negative Impacts and Mitigating actions for Religion and belief	
a) Are there negative impacts for Religion and Belief? Answer: Yes/No (If yes, please also complete sections b, c, and d).	No
b) Details of Negative Impacts for Religion and belief	<p>There should be no negative impact on the religion and belief of staff, as the People Strategy is designed to be inclusive of all.</p> <p>46.55% of the workforce declared they had a faith or religious belief as at Oct 2021.</p>
c) Mitigating Actions for Religion and belief	Other Leave policy includes time off for religious observance.

	<p>Good conversations tool to review any adjustments that are required.</p> <p>Comms and engagement activity to acknowledge and celebrate different religions, including acknowledgement that some people may not have religion and belief.</p> <p>Feedback via staff surveys to inform Diversity and Inclusion programme.</p>
d) Responsible Officer for Mitigating Actions - Religion and belief	Paul Royel
25. Negative Impacts and Mitigating actions for Sexual Orientation	
a) Are there negative impacts for sexual orientation. <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Sexual Orientation	<p>There should be no negative impact on the sexual orientation of staff, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 2.75% of the workforce were Lesbian, Gay or Bisexual.</p>
c) Mitigating Actions for Sexual Orientation	<p>Ongoing engagement with Rainbow staff group to understand particular needs, including via staff survey to inform wider diversity and inclusion programme.</p> <p>Communications and engagement activity to raise awareness and understanding across KCC.</p>
d) Responsible Officer for Mitigating Actions - Sexual Orientation	Paul Royel
26. Negative Impacts and Mitigating actions for Pregnancy and Maternity	
a) Are there negative impacts for Pregnancy and Maternity? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Pregnancy and Maternity	<p>There should be no negative impact on pregnant staff and those on maternity, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 161 employees are currently on maternity or adoption leave.</p>

c) Mitigating Actions for Pregnancy and Maternity	An employment offer that supports those who are pregnant or on maternity leave to include Work Smart policy, Good Conversations, Risk assessment framework
d) Responsible Officer for Mitigating Actions - Pregnancy and Maternity	Paul Royel
27. Negative Impacts and Mitigating actions for marriage and civil partnerships	
a) Are there negative impacts for Marriage and Civil Partnerships? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Marriage and Civil Partnerships	<p>There should be no negative impact on marriage and civil partnerships, as the People Strategy is designed to be inclusive of all.</p> <p>As at Oct 2021, 19% of employees are recorded as being married or part of a civil partnership, however data on this is not widely recorded by employees.</p>
c) Mitigating Actions for Marriage and Civil Partnerships	Good conversations approach, including recognition of different family makeup and associated caring responsibilities
d) Responsible Officer for Mitigating Actions - Marriage and Civil Partnerships	Paul Royel
28. Negative Impacts and Mitigating actions for Carer's responsibilities	
a) Are there negative impacts for Carer's responsibilities? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i>	No
b) Details of Negative Impacts for Carer's Responsibilities	<p>There should be no negative impact on staff with carers responsibilities, as the People Strategy is designed to be inclusive of all.</p> <p>KCC's Oracle equality data does not currently record staff that have caring responsibilities, this information is discussed between managers and staff when having supportive conversations.</p>
c) Mitigating Actions for Carer's responsibilities	Work Smart policy, embedding flexible working practices, Good conversations tool, Other Leave policy

d) Responsible Officer for Mitigating Actions - Carer's Responsibilities	Paul Royel

This page is intentionally left blank

Item No

By: Bryan Sweetland – Cabinet Member for Communications, Engagement, People and Partnerships
Amanda Beer – Corporate Director People and Communications

To: Personnel Committee **Date:** 25th January 2022

Subject: Inclusion at KCC

Classification: Unrestricted

Summary: KCC aims to be an inclusive employer. This paper outlines the approach to improving inclusion in the workplace.

1. Background

- 1.1 The [Annual Workforce Profile](#) was presented to Personnel Committee on 23rd June 2021, which led to a discussion on how diverse KCC is in relation to disability and how inclusive we are as an employer.
- 1.2 It was agreed that Personnel Committee would consider a broader item on Inclusion. This paper outlines what we mean by workplace inclusion, and what activity is being delivered to meet our workforce equality objectives. The Annual Equality & Diversity report for 2020-21 is also going to Cabinet Committees this month, setting out progress against Kent County Council's Equality and Human Rights Policy and Objectives, which is a statutory requirement under the Equality Act 2010.
- 1.3 From ongoing monitoring of our diversity and inclusion indicators, while the majority of the workforce feel a sense of inclusion, some protected characteristic groups do not experience the organisation as positively, particularly those disabled staff and those from Black, Asian and Ethnic Minority backgrounds.

Our workforce data

The Annual Workforce Profile for 2020/21 outlines the following:

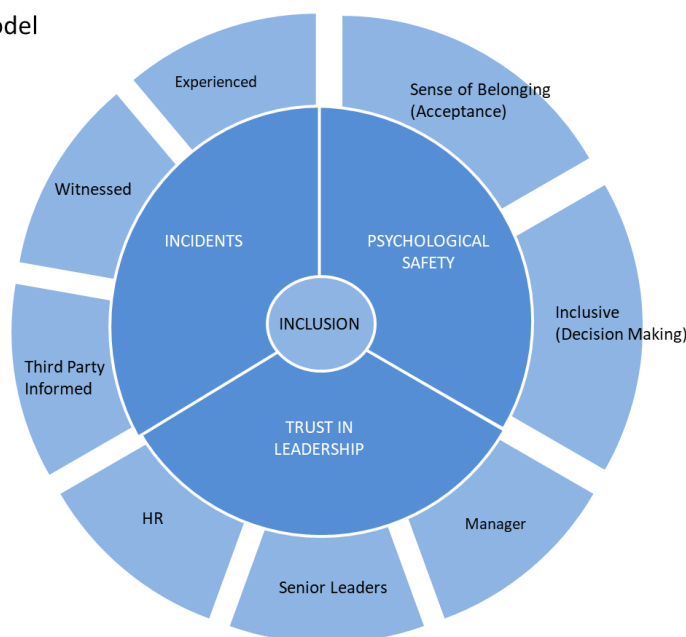
- 79.6% of the workforce are female, with women making up 58.2% of KCC's leadership group. This compares to 51% of the Kent population being female.
- 3.95% of staff have declared a disability, with 4.1% of leaders being disabled. This compares to 17.6% of the Kent population who are considered disabled, albeit this data includes those who are not economically active, so the gap appears wide.
- 7.8% of the workforce are Black, Asian and Minority Ethnic compared to 6% of KCC's leadership group. The Black, Asian and Minority Ethnic population in Kent at 6.6%.

- Overall, the level of representation in the Leadership group is similar to the representation of the wider workforce, with the exception of the proportion of female staff (based on Census data 2011). The number of Kent residents in employment who are managers, directors and senior officials is equivalent to 10.3% of people in employment (77,900), of which 2.9% (2,300) are Black, Asian and Minority ethnic, and 8.1% (28,700) are females. (ONS Annual Population Survey, 2021)

2. What do we mean by Inclusion?

- 2.1 An inclusive organisation is one which supports employees, regardless of their background or individual circumstances, to thrive at work. Simply having a diverse workforce does not lead to workplace inclusion. It relies on creating an environment where all staff experience a sense of belonging, they have a voice and feel able to influence decision making at all levels of the organisation. This reinforces trust in the organisation, particularly if leaders and managers are visibly demonstrating inclusion.
- 2.2 The business case is well known: inclusion leads to a more engaged workforce, improved creativity and innovation, improved performance and reduced absenteeism. It is also critical to address systemic barriers within the organisation to ensure individuals do not experience discrimination or feel excluded. Being an inclusive employer will impact on our ability to deliver the statutory requirements under the Public Sector Equality Duty.
- 2.3 An inclusion model has been developed to create a common understanding and language for workplace inclusion at KCC. This considers the extent to which there is psychological safety, trust in leadership and the number of incidents of discrimination in the workplace.

Inclusion Model



Creating a common understanding and language for Inclusion

- 2.4 This model is informed by a number of indicators, both hard metrics and staff perception data to assess how we are delivering against the workforce equality objective; *to be an inclusive employer*.

2.5 Developing a language when talking about issues of equality, diversity and inclusion which respects all members of the workforce is important. For example, along with other organisations, KCC is committed to stop using the expression “BAME”. Wherever practical, a more specific descriptor will be used and where this is not appropriate, the term Black, Asian and Minority Ethnic will be used in full.

3. How inclusive is KCC as an employer?

3.1 Understanding how inclusive the organisation is requires a multi-factorial approach, incorporating data points, values, concerns and experiences. This report will share some of the data we are using. That said no one data point should be considered in isolation, and as our use of the diversity and inclusion indicators matures, the understanding of the interconnectivity and trends will enable us to draw more subtle and nuanced conclusions about how inclusive we are. Indications are that KCC is an inclusive employer but there is more work to do to improve the experience of some groups.

3.2 An inclusive workplace is one that fosters enhanced employee engagement and recognises the importance of mental health and wellbeing as an indication of how staff are experiencing work. Wave 4 of the Work and Wellbeing survey gives us an indication of staff wellbeing overall and by staff groups as follows:

1. The majority of staff had good wellbeing
2. Black, Asian and minority ethnic staff had much higher wellbeing than average.
3. Staff groups with lower average wellbeing levels included disabled staff, under 25's and LGBTQ staff.
4. Staff under 35 and LGBTQ staff were more likely to have felt lonely quite or very often.
5. Disabled staff were slightly less likely to feel supported by their manager or that KCC cares, although they weren't much more likely to give a negative response.
6. Staff with school aged children and single parents, who were the household types reporting the biggest deterioration in January, are now the household type reporting the largest improvements.
7. The experience of female staff was similar to the whole organisation picture with particularly positive responses around manager and colleague support.

3.3 There has been an overall increase in levels of sickness absence compared to the mid-year position last year. Whilst the number of sickness days lost per FTE has seen an increase for males and females in the first six months of 2021-22, female employees continue to take more time off work sick than male employees. Black, Asian and Minority Ethnic employees had similar levels of sickness absence compared to white employees in the first six months of 2021-22.

3.4 Turnover of employees from a Black, Asian and minority ethnic background has increased from 12.20% in 2020 to 15.50% in the first six months of 2021-22, compared to an increase in the turnover of white employees to 10.8%. At the end of 2020-21, turnover for disabled staff saw a reduction,

which was consistent with the decrease in overall organisational turnover during this period.

- 3.5 TCP data for 2020-21 indicated that there appeared to be inequalities in higher ratings awarded to those with protected characteristics. A deep dive analysis did not suggest that there were ingrained institutional disparities in how managers have applied performance ratings.
- 3.6 In 2020/21 418 cases were recorded on the ER case management system. Of these 14 were relating to harassment/resolution. This compares to 49 of the 454 recorded cases in the previous year. In the 2019 staff survey, 86.3% of staff responded positively to reporting if they were subjected to any kind of discrimination, bullying or harassment at work, with a more positive response than the previous year. Staff were also more positive that they were more prepared to challenge inappropriate behaviours in the workplace and more positive about feeling safe at work.
- 3.7 We continue to report on our [Gender pay gap](#), and as at March 2020 the gender pay gap for KCC is significantly below the national average, which is positive for KCC at 12.7% compared to 15.5%. KCC is very clear that gender should not limit or define choices in or outside of the workplace.
- 3.8 The mid-year workforce data for 2021/22 gives us an indication of the direction of travel and areas to monitor further throughout the year. There has been an overall increase in sickness absence and turnover levels, but the majority of staff are reporting good wellbeing. Black, Asian and minority ethnic staff had similar levels of sickness absence to white staff, reported higher wellbeing than average but received lower TCP ratings for last year and turnover levels are increasing.
- 3.9 KCC is engaged with various local and national networks, such as enei (Employers' Network for Equality and Inclusion), Disability Confident, Local Government Association, the Shire County network and Kent HR network, and regularly attend conferences led by industry experts to ensure we adopt good inclusive practice, and remain a self-aware, positive organisation.

KCC participated in enei's TIDE (Talent, Inclusion and Diversity Evaluation) benchmarking in 2018, which evaluated that KCC was beginning to embed a new culture on its road to inclusion with an overall score of 70% (this compared to a median participant score of 58%). However, the score in relation to leadership and accountability was somewhat lower at 42%. Since this benchmarking was undertaken, work has taken place to address the identified gaps, and we have seen how these improvements have been made in the regular reports to Committees.

4. What we have been doing to become more inclusive

- 4.1 A significant amount of work is underway to drive cultural change through developing our leaders and managers to work and develop their staff in a way that creates an inclusive environment. This has included the introduction of the

new organisation design principles, values and cultural attributes, and working towards recruiting people with the values we require.

- 4.2 As our Leaders set the tone from the top and create the conditions for our aspired culture through their behaviour, Leadership Traits in Action workshops for senior leadership have been delivered, alongside regular Round Tables to enable rich discussion and debate across our future working practices, aspired culture and adaptive leadership in a competing and complex environment, with guest speakers providing the external challenge and insight.
- 4.3 Pilot workshops have taken place during Autumn 2021 on building inclusive management practice, which will inform a wider roll-out in the new year. This incorporates the Thobani 6C Inclusive model (see Appendix 1) to develop equality and inclusive practices and culture across the organisation. There are plans to be more explicit in using this model across the organisation to make greater and faster progress on achieving our cultural ambitions and enable inclusion to become part of the fabric of how we do things. These initiatives to build culture and capability are at an early stage and require visible leadership to make a significant shift in the management practices, culture and metrics towards greater equality, inclusion, and wellbeing for all staff.
- 4.4 Inclusion has featured heavily in staff communications and engagement activity, with the regular CMT blogs reinforcing the cultural attributes and behaviours we wish to see across KCC, and an Inclusion campaign during September to share resources, encourage learning from others' experiences and support education around topics such as allyship.
- 4.5 In response to the pandemic, the employment offer has been reviewed to ensure it addresses individual needs. This has included a review of our terms and conditions and policy framework to ensure they are fit for purpose and ensuring an inclusive approach to the way in which we recruit.
- 4.6 In addressing the gender pay gap, our approach to recruitment, career progression, maternity/return to work, leadership development, apprenticeships, learning culture, self-empowerment, the use of flexible working arrangements and a supportive management culture ensures women are supported to be their best at work. We have also been looking at other issues, that aren't solely aimed at women but address specific concerns around caring, domestic abuse and menopause.

The Domestic Abuse guidance for managers has recently been updated, and new guidance for employees has been developed. This coincided with the launch of a new KNet page on Domestic Abuse and our application to become a White Ribbon UK Accredited organisation, where formal confirmation is pending. This supports our inclusive organisational culture, values and stance against gender inequality and seeks to make a difference in our local community to end violence against women. A menopause offer has also been developed, with guidance for managers, a KNet page and awareness sessions held during the Autumn 2021.

- 4.7 Over the last year, work has accelerated to address areas of concern in relation to workplace inclusion, particularly around race equality and supporting mental wellbeing but also creating an inclusive work environment in a hybrid working model. This has included input into building accessibility considerations as offices are redesigned, and continuous improvements to digital accessibility with a specific focus on British Sign Language (BSL).
- 4.8 We continue to work with and support our staff groups in our drive for continuous improvement of the equality, diversity and inclusion agenda. This has included seeking feedback on communications and engagement plans, experiences of flexible working, particularly for our younger workforce, the use of pronouns in email signatures and the terminology used in our approach to equality monitoring for our LGBTQ+ colleagues and BMEF in relation to race equality initiatives.
- 4.9 Where staff don't feel included, measures are in place to ensure that all types of unfair treatment and discrimination are understood to be unacceptable. All known issues are followed up and dealt with via the appropriate channels. The way we approach this is to seek to resolve issues as they arise at a local level, and only if this doesn't happen do we then resort to more formal processes. In respect of Members, if concerns are raised about unfair treatment by an Officer, the constitution states the intent to resolve in private and only escalating if the issue remains outstanding through the Officer management chain. In the situation where a complaint is made about a Member, Officers are to raise this through the management chain and it may be dealt with informally with the Member or Group Leader or by referring the matter to the Monitoring Officer in the context of the Standards Committee's role in dealing with complaints that a Member has breached the Code of Conduct.
- 4.10 Whilst we are further ahead in the journey to become a more inclusive employer, there is still more work to do around inclusive leadership, employing the right people and developing the people we have to contribute to a more inclusive workplace.

5. Initiatives

We have detailed plans in place to address priority areas, and will continue to be delivered over the coming year through the following programmes:

Race Equality Matters

- 5.1 KCC signed up to the Race Equality Matters framework to become an anti-racist organisation in Feb 2021. This has involved marking Race Equality Week and Black History Month, as well as Safe Space workshops between CMT and members of the Black and Minority Ethnic Forum staff group. The safe space conversations have resulted in an organisational commitment, which will be delivered over the next 6-24 months to achieve sustainable change. (Appendix 4).

KCC's commitment to race equality is:

1. A zero-tolerance policy on racism and micro-aggressions in the workplace
2. Inclusive recruitment practice
3. Positive action in career development
4. Expectation of large and smaller scale conversations to happen across KCC that are action focused and support allyship

Various activities will be delivered, which include making a visible leadership statement on KCC's zero tolerance approach and consequences of poor practice, including a specific inclusion question that managers must use in recruitment, encouraging more self-referrals to KCC's coaching support, and a mutual mentoring and sponsorship programme.

- 5.2 Alongside this, KCC is taking part in the Social Care Workforce Race Equality Standard pilot being run by Skills for Care. A joint action plan has been developed for Adult Social Care and Health, and Children, Young People and Education directorates which aligns with and supports the corporate activity on race equality.

Disability inclusion

- 5.3 Workforce data suggests our disabled workforce do not experience the organisation as positively as other staff, and we are under-represented compared to the profile of the community we serve. Benchmarking has been undertaken to understand how KCC's workforce profile in terms of diversity compares to other public and private sector organisations (appendix 2).
- 5.4 An action plan (appendix 3) has been developed, with input from the Level Playing Field staff group, to address the identified issues and aims to achieve the following outcomes:
 - Increase the numbers of disabled staff to better reflect the communities we serve
 - Develop a culture where disabled staff (and candidates) feel confident and reach their full potential
 - Involve and engage with Disabled staff in the development of the employment offer
- 5.5 These will be delivered through several interventions some immediate and others over the medium to long term. The plan is focused on both education and context, as well as approaches to engage managers with disability inclusion.
- 5.6 There is work underway to get traction on the ground to improve the experience of the current workforce and those who are likely to join us in the future. Staff engagement on disability inclusion commenced during Autumn/Winter 2021 as part of a wider programme to provide staff and managers with the space to have the conversation around inclusion. There will be focused campaign materials to challenge thinking before further engagement activity is planned. This will be supplemented with the roll out of targeted initiatives to support manager/employee conversations and support.

5.7 The medium-term aim will focus on changing the culture and values of the people who work for and manage the organisation. This will build on activity that has already commenced such as:

- embedding the new values, cultural attributes and behaviours, and inclusive leadership development via the Organisation Development plan
- adapting our approach to recruitment and resourcing to increase representation
- having a development offer that a) equips managers to effectively challenge negative behaviour towards disabled people, and b) to ensure access to information and resources to support conversations around disability and requests for support
- continuing with education and context through staff communications

Mental Health at Work Commitment

5.8 Mental Health remains a priority, given the known impact of the pandemic and latent effect on mental wellbeing, and work is continuing to deliver the action plan. This involves both prevention and intervention activity as follows:

- prevention of ill health through communication and engagement to raise awareness of tools and resources
- an enhanced wellbeing development offer
- support to the Mental Health Support Network staff group
- interventions with teams where there are high levels of mental health absence to understand how the organisation can influence this and to ensure staff and managers are aware of the wellbeing support available.

Alternative interventions are being explored to build manager confidence and competence with supporting mental health.

It is important that we raise the profile of disabled people's voices and ensure they are adequately heard and represented, using appropriate channels. We are working with Level Playing Field and Mental Health Support Network to achieve this.

6. Conclusion

6.1 There is a continued role for KCC's leadership to champion diversity and inclusion in the workplace.

6.2 Inclusion is predicated on understanding the type of people we have in the organisation, and having good managers, leadership and a culture which enables people to thrive at work. This can be supported by initiatives and interventions to address those areas where we are not doing so well, but inclusion needs to be an integral part of what we do and how we deliver to move the organisation forward, rather than an add-on. Whilst there are early signs of an improving position in KCC, we should not be complacent and continue to invest in the planned activities.

6.3 Becoming the type of employer we want to be is a continuous and iterative process, and a whole systems approach is needed to create a culture which embraces diversity and inclusion, supported by interventions. Having diverse perspectives and safe spaces to challenge ways of working will lead to innovation, a more engaged workforce and retention of diverse talent.

7. Recommendation

7.1 Personnel Committee are invited to note, comment on and support the approach to workplace inclusion.

Report Author: Louise Gavin	Relevant Director: Amanda Beer
Name, job title: People Strategy Advisor	Name, job title: Corporate Director People & Communications
Telephone number: 03000 416135	Telephone number: 03000 415835
Email address: louise.gavin@kent.gov.uk	Email address: amanda.beer@kent.gov.uk

Appendix 1: Thobani 6C model of Inclusive Leadership

Inclusive leadership programme

Unlocking the value of diversity - Community Leadership

2020

- **COHERENCE:** Understand and articulate why equality, diversity and inclusion matters to the organisation, not a nice to have but delivering the purpose of the organisation and our values
- **CONSCIOUSNESS:** Understanding what the barriers are to Inclusion and how things get in the way - including yourself
- **COMMITMENT:** Identify the work, personally and organisationally, support it, challenge it, create and sustain ambition - address and level the playing field - role model
- **COURAGE:** To take action - taking actions that are based on the organisation - connection to values, why inclusion, equality and diversity are important - create new spaces, bring people from the margins into the centre
- **CONNECTEDNESS:** Important leaders are connected to people who can make the most difference - develop networks of E&D seeking groups - connect directly with them to become better informed, open up channel of communication and access to decision making
- **CO-PRODUCTION:** Co-lead with others for whom D&I matters and makes a difference, by co-producing there is mutual accountability built in - working in this way results in greater traction to living our values in a really, tangible way



Appendix 2: Disability benchmarking data

The national picture

The Government's recently published National Disability Strategy includes a call to action to make disability everyone's business and to build a national conversation about disability. This is in response to the following picture:

- There remains more than a 28-percentage point gap in the employment rate of working age disabled people compared with working age non-disabled people (Labour market status of disabled people, ONS 2021)
- There are 7 million working-age people with a disability or long-term health condition in the UK but only a little over half are in work. (Family Resources Survey, 19/20).
- According to ONS Oct-Dec 2020, 20% of working age adults in UK report to have a disability, an increase from 19% last year.
- In the UK Disability Survey, less than half (48%) of employed disabled people responded positively about the flexibility afforded by their employer and sufficient reasonable adjustments being made, and only a quarter (24%) felt their promotion opportunities are the same as their colleagues.

Several national employers have made positive steps to improve their own representative profile. Notable is the Civil Service where 12.8% of civil servants identify as having a disability, compared with just 7.6% a decade ago and 10% in 2018. (ONS UK, 2020). In the entertainment sector, Channel 4 reported 11.5% of their workforce having a disability in 2019. In 19/20, BBC had 9.4% of their workforce considered disabled, with 8% of the senior leadership declaring a disability. These organisations have a strong focus on diversity and inclusion, with Channel 4 stating it is part of their DNA.

Interestingly, many of the UK private sector organisations appearing in the Thomson Reuters D&I Index of the top 100 most diverse and inclusive organisations globally do not disclose disability data on their company websites or have disability representation targets. Unilever have set a target of 5% of their workforce, and 6.1% of Microsoft staff in the US consider themselves to have a disability (Microsoft UK do not currently publish disability data).

The local picture

An analysis of our local employment data in Kent suggests a stronger position than the national one:

- 17.6% of the population consider themselves to have a disability, as per the Census 2011, although this reflects the whole population, rather than the economically active.
- In 2020, there was a 21.5 percentage point difference in the employment rate of working age disabled people compared with working age non-disabled people in Kent (61.7% vs. 83.2%)

- Of the estimated 189,600 working age people in Kent who are core or work limiting disabled, an estimated 117,000 are in employment (61.7%) (ONS Annual Population Survey)

In 2021, disabled staff made up 4.3% of KCC's non-schools' workforce (up from 3.83% in 2020). This means our workforce is under-representative compared to the profile of the community we serve.

As has been discussed previously, there may be several reasons why the number of declarations is lower than the reality:

- people may not see themselves as disabled as they develop either a chronic or age-related issue. The average age of KCC's workforce is 45 and we know the chronic nature of issues often come with age.
- they might fear negative consequences of disclosure.
- they do not see their condition or disability as an issue worth reporting.

During 20/21, there was an improvement in the percentage of staff recruited who were disabled (5.5%). For the period April to September 2021 this has risen further to 7% which is very favourable to the benchmarking data from other local authorities below.

Comparator organisation	% Workforce considered disabled (exc. schools) as at March 2021	% Applicants stated they had a disability (April 2020-March 2021)	% Shortlisted candidates considered disabled	% Successfully recruited candidates considered disabled
Kent County Council	3.95%	5.4%	7.1%	5.5%
County Council A	4.75% (As of June 2021)	5.93%	6.2%	4.79%
County Council B	7.4%	-	-	-
County Council C	2.9%	8.1%	9.5%	7.6%
County Council D	4.06%	6.2%	7.1%	6.1%
County Council E	9.79% (As at Oct 2020)	5.01% (In 19/20)	6.27% (In 29/20)	6.21% (In 19/20)
City Council F	7.11%	5.42%	6.7%	7.1%

Disability Inclusion Action Plan 21/22

This plan has been informed by available data, best practice and feedback from Level Playing field on areas that are likely to have greatest impact on workplace disability inclusion. It aligns to the broader D&I agenda, reflects current priorities in the SIPs and future areas of activity. It includes **Short term**, **Medium term**, **Long term** actions, and focuses on both education and context, as well as approaches to engage managers with disability inclusion and help gain traction on the ground to achieve a change in culture.

1. Increase declaration/representation rates of employees with disabilities to better reflect the communities we serve

Key issues identified from data:

- At March 2021, Disabled staff made up 3.95% of KCC's workforce (402/9449) – the ratio of those who are considered disabled has reduced very slightly from 2020. However, the disability status was not known for 12.34% of the substantive workforce who preferred not to say or it was unknown (1254/9449). KCC remains under-represented compared to the profile of the community we serve (17.6% as per Census 2011 data, although this reflects the whole population, rather than economically active)
- The average age of KCC's workforce is 45, and we know the chronic nature of conditions come with age.
- In terms of recruitment those who declared themselves to have a disability made up 5.4% of applicants to posts within KCC in 2021, 7.1% of those shortlisted were disabled and 5.5% of recruited staff were considered disabled, slightly up from the previous year.
- By comparison, in KCC's 2019 Staff Survey, 5.4% of staff reported themselves as disabled (231 staff out of 4,298 permanent or fixed term/temp staff), with 9.14% of respondents who preferred not to say or declined to answer the question (393/4,298). This potentially shows we are under-estimating the % of disabled staff in the organisation, and the higher proportionate response rate in the survey could be due to the anonymity of the data.

Page 43

Priority	Action	Lead	By When	Milestone	Notes/Progress	RAG
1	Increase in declaration rates through promoting the importance of disability declaration in ongoing communications and/or a new campaign e.g. linked to the inclusion feature in Sept 2021.	PSM/PSA, Engagement Manager, support from HR tbc	March 2022 and ongoing	<ul style="list-style-type: none"> • Inclusion in engagement plan (April 21) • Data Re-Ask equivalent campaign delivered (Sept 21 onwards) • Development of new recruitment website to help with increased declarations at application stage (date tbc 2021) and increase applications from 	<p>Need to build trust and confidence in data collection amongst staff with disabilities</p> <p>Continue to encourage engagement from LPF staff network to assist with the campaign.</p> <p>Include Q: Do you consider yourself to have a disability, impairment or condition?</p>	

Page 1 of 8

Table Key: ■ Blue: not started ■ Red : concerns / not on track ■ Amber : action is on track ■ Green: action is complete.

				individuals with disabilities	
2	Making our recruitment processes inclusive and accessible including getting adjustments in place before starting new role/as part of onboarding	PSM/PSA, HR	Ongoing	<ul style="list-style-type: none"> Engage with LPF on design of recruitment toolkit Understand the experiences of people who apply including perceived or real barriers in the process Analyse New Joiners Survey (date tbc) 	
2 – new	Targeted recruitment of disabled staff	PSM/PSA, HR	March 2022	<ul style="list-style-type: none"> Draft positive action in recruitment paper for Policy Group discussion (Sept 2021) Secure funding to pilot targeted recruitment (date tbc) Pilot recruitment campaign (date tbc) 	e.g. https://www.evenbreak.co.uk , https://www.vercida.com/uk/employers
2 - new	Explore work trials via Kent Supported Employment	PSA	Date tbc	<ul style="list-style-type: none"> 	
1 – existing	Publish disability data as part of annual report and in careers section of website	PSM/PSA	June 2022 tbc	<ul style="list-style-type: none"> Collect data (March 2022) Draft annual report (April 2022 tbc) Include in Inclusivity Indicator (date tbc) 	
1 – existing	Workforce planning to drive up diversity in teams	PSM, HR	Ongoing	<ul style="list-style-type: none"> 	<i>Main driver for workforce planning is about future skills (but diverse talent could be an outcome)</i>
1	Increase diversity in apprenticeship and graduate programmes	OD	Ongoing	<ul style="list-style-type: none"> 	Link to targeted recruitment and workforce planning

2. Developing a culture where disabled staff (and candidates) feel confident and reach their full potential

Key issues identified from data:

- In the 2019 staff survey, those who were disabled reported being significantly less positive with 77% of disabled staff respondents expressing a positive response to questions relating to inclusion and fair treatment compared to 85% of non-disabled staff. Similarly, in relation to wellbeing questions, 71% of disabled staff responded positively compared to 80% of non-disabled staff, and 68% of disabled staff responded positively to questions around organisational culture compared to 76% of non-disabled staff. 49% of disabled staff versus 65% of non-disabled staff responded positively in relation to learning and development.
- From the Work and Wellbeing surveys during 2020-21 and anecdotal feedback, disabled staff reported that their experience of the organisation has improved as a result of the working flexibly/from home/the work environment has made it easier to manage their disability and create more of a level playing field. Levels of sickness absence have also reduced across KCC.
- In 2021, the percentage of Disabled staff achieving a TCP rating of excellent or outstanding remained relatively static, while for those without a disability it increased (39.6% to 42%). In 2020, a lower percentage of Disabled staff achieved a TCP rating of excellent or outstanding compared to those without a disability. (33.9% compared with 39.6%). In 2019 survey, of those disabled responses, 38% were positive about their pay and benefits compared to 51% of non-disabled staff.
- The number of reasonable adjustments in place in 2021 has decreased by 8.6% from 2020. The disability category of Non-visible increased in 2021 while Mental Health and Emotional dropped back down after it's surge in numbers in the previous year.
- Turnover for staff who are considered disabled was down to 8.6% in 2021 from 14.4% in 2020, and from 19% in 2019. This compares with turnover for those without a disability at 8.6% in 2021 and 12.4% in 2020, a narrowing of the gap. The overall organisation turnover rate also decreased during this period (12.7% in 2020 and 20.9% in 2019).
- In UK, 1 in 5 have a disability, 80% of these are hidden (National Health survey 2018) which reinforces the need to consider disability wider than just physical disabilities

Through the OD plan, work is already underway on embedding the new values, cultural attributes and behaviours, and Inclusive leadership which is likely to have an impact over the longer term. There is a continued role for CMT and senior leadership to champion disability inclusion and inclusion more broadly.

Priority	Action	Lead	By When	Milestone	Notes/Progress	RAG
1 – existing	Encourage and promote the stories/lived experiences of the contributions of disabled staff in a range of roles across KCC and on social media.	Engagement manager, LPF, PSA, HR support with social media/external comms?	Date tbc	<ul style="list-style-type: none"> • Establishment of communications plan (date tbc) • Promote stories on social media (date tbc) 	Kate/Julian already made connection between internal/external comms stories	

	Including managers sharing how they manage staff with disabilities – showcase good practice examples					
1 – existing	Utilise the opportunity for the celebration of International Day of Disabled People on 3 December 2021 to promote and explore the issues identified via the data.	PSA, Engagement manager, HR support to LPF	December 2021	<ul style="list-style-type: none"> Plan content and theme of IDODP (date tbc) Agree plan (date tbc) IDODP event delivery (3 December 2020) Promote the day on social media 	Use staff group budget to organise an event for IDODP? Access to Work event/promotion?	
1 - existing	Use engagement forums such as T200 and Challenger, and external speakers to talk about disability/gain traction on the ground	OD/PSM/PSA	Autumn/Winter 2021 tbc	<ul style="list-style-type: none"> Build into T200 timetable (date tbc) Design content (date tbc) Deliver session (date tbc) 	How can we influence attitude and approach on the ground, building on personalisation, conversations and consequences? Use external speaker to provide context from which to springboard other activity e.g. what it means in practice	
2 - existing	Use Culture Audits to weave in inclusion conversation	OD	Ongoing	<ul style="list-style-type: none"> Culture Audits take place (date tbc) Interventions delivered (date tbc) 	Use touchpoints to have conversation about inclusion	
2 - new	Explore the development offer on disability awareness/disability equality training/introduce resources to support all staff in terms of understanding disability in the workplace/appropriate	OD/L&D, HR	Date tbc	<ul style="list-style-type: none"> Analysis to understand what gaps are present in staff knowledge and awareness (date tbc) – via OD groups? Present findings to CEG (date tbc) Identify resources required to deliver training to staff 	Equip managers to effectively challenge negative comments or behaviour towards disabled people at work Ensure line managers have access to info and resources to support conversations around	

	use of language/external speakers <i>What would this look like? E.g. neurodiversity, inclusive communications etc. Digital accessibility training - tbc</i>			(date tbc)	disability and requests for support <i>Opportunity to use Scope's End the Awkward campaign video to support talking about disability?</i>	
2 - existing	Carry out accessibility audits of KCC buildings and input into future planning of office estate	James Sanderson	Date tbc	TBC based on existing project plan but e.g. • Completion of access audits (date tbc) • Implementation of timetable of access improvements to start (date tbc)	TBC	
1 - existing	Continuous improvement of digital accessibility	PSA/James Church	Ongoing	• Directorate engagement with Microsoft AI Good for Grant – tbc • Digital accessibility embedded in engagement plan (completed?) • Ongoing comms and engagement on digital accessibility	BSL task and finish group in place following a paper ASCH took to CMT on BSL accessibility options – HR/OD and Engagement to input Links with digital skills programme	
2 - new	Inclusion passport (to inc. principles of wellness action plan and disability passport)	PSA/HR/LPF	Date tbc	• Engage staff groups on design • Launch of Inclusion passport (date tbc)	Reviewed example from another local authority	
1 - new	Renew Disability Confident standard - Use framework to understand gaps and priority areas of focus	PSA/HR	Nov 2021	• Collate evidence and understand gaps (Sept 2021) • Submission for renewal (Oct 2021)	Aspiration to achieve Disability Leader in 2022 – make improvements on level 2 status during 2021/22	

	- Understand how to become a Disability Confident leader			• Status renewed (Nov 2021)	
1 - existing	Improve how we collate details of workplace adjustments and how these are delivered in practice to monitor trends	PSA/HR, BMCR	Nov 2021	<ul style="list-style-type: none"> • Project plan and timeline agreed (date tbc) • Adjustments collated (Nov 2021) • Analyse data and identify trends (Dec 2021) 	Explore technological solution Include satisfaction levels with adjustments
3 - new	Progression and pay - Disability pay gap reporting and representation of disabled staff as a proportion of the workforce in each pay grade	PSA/BMCR	March 2022 tbc	<ul style="list-style-type: none"> • Collect mean and medium average earnings of disabled and non-disabled staff (date tbc) • Publish pay gap data as part of annual report (date tbc) 	Usefulness of data is dependent on improving declaration rates Informs workforce planning

3. Involve and engage with Disabled staff in decision-making

Key issues identified from data:

- In the 2019 staff survey, of the disabled staff responses, 59% expressed a positive response compared to 67% of non-disabled staff in relation to questions on employee engagement.
- Work and wellbeing survey – no trends

Priority	Action	Lead	By When	Milestone	Notes/Progress	RAG
1 – new	Hold a Safe Space workshop (form of reverse mentoring) between LPF and CMT with a theme of disability in the workplace	PSM/OD	September 2022 tbc	<ul style="list-style-type: none"> • Discuss topic areas with LPF (date tbc) • Arrange workshop dates in line with CMT availability 	TBC – once Safe Space workshop has been piloted to address race equality	
2 - new	Engage LPF staff network in the development of theme and	PSA/Engagement manager	Date tbc 2022	• Develop theme and content (date tbc)	<i>Do we have capacity to mark both IDPD and Purple</i>	

	delivery of KCC's contribution to Purple Tuesday. https://purpletuesday.org.uk/wp-content/uploads/2021/04/Purple-Tuesday-Brochure-2021.pdf			<ul style="list-style-type: none"> • Deliver Purple Tuesday Event (date tbc) • Promote the day on social media 	<i>Tuesday? How does this link with directorate activity – aim for Nov 22 instead?</i>	
1 - new	Engage with LPF staff group in the development of and delivery of International Day for Disabled People.	PSA/HR/Engagement Manager	December 2021	<ul style="list-style-type: none"> • Plan content and theme of IDODP (September 2021) • Agree plan (October 2021) • IDODP event delivery (3 December 2021) • Promote the day on social media 	Staff group budget available for the delivery of an event?	
1 - new	Engage disabled staff in the delivery of reasonable adjustment training as part of training on managing ill-health or standalone training. <i>What is the current offer? How does this link to disability confident standard? Disability inclusion/challenging stereotypes?</i>		September 22 tbc	<ul style="list-style-type: none"> • Explore how stand-alone training could be delivered on reasonable adjustments aimed at wider audience of employees (date tbc) • Start delivering training (date tbc) 	Relies on LPF availability, confidence to share stories	
1 - existing	Encourage LPF members to engage with the delivery of strategic priorities e.g. new KCC values, culture, flexible working, workforce planning, resourcing activity		Ongoing	<ul style="list-style-type: none"> • Invite LPF to Culture Boost sessions, T200 etc. • Identify specific projects that LPF group members can get involved with (date tbc) 	TBC	
1 - existing	Review Staff Survey questions in relation to disability to inform	Engagement Manager/PSM/PSA	Oct 2021	<ul style="list-style-type: none"> • Agree additional/revised questions (Sept 2021 tbc) 	Existing D&I questions from 2019 survey still relevant, and	

	decision making				responses will be analysed by protected characteristic to inform our approach	
--	-----------------	--	--	--	---	--

N.B. Actions to improve Mental health, as a non-visible disability, are captured separately as part of the Mental Health at Work Commitment delivery plan 2021-22.

Feedback from LPF

Managers have the biggest impact on disability inclusion. There are some amazing examples of great management that has made life so much easier for some of members but also some more negative experiences that leave colleagues feeling ignored, anxious and frustrated.

Continued promotion of good conversations and the toolkit of support of managers is a priority

Scope for more personable training that could influence a change in attitude in a way that the material and tools aren't? *Allow refreshed development to bed in first....?*

The impact of system changes on our staff, something that seems very small can have a big impact both for the positive or negative. Over the last 12 months many of these changes have improved accessibility and reduced issues arising, which is a credit to the culture we have around considering the impact on those with disabilities so it would be good to see this continue. Ongoing consultation with LPF to input on any developments

CMT's Commitment to race equality at KCC

Following Safe Space workshops with BMEF colleagues during Autumn 2021, an action plan has been developed and sets out four commitments with tangible, visible actions that are designed to make a long-term impact on the experience of Black, Asian and minority ethnic staff at KCC. The plan forms part of our wider Diversity and Inclusion strategy, which builds on the work we are already doing to support our over-arching objective to become a more inclusive employer for all staff with diverse backgrounds. The plan outlines what we are seeking to achieve and how this will be measured. Some have been mandated and signals the importance we place on race equality at KCC.

The plan aims to increase understanding of the barriers people face to inclusion, the nature of dynamics in discrimination, and to talk about racism and how to use privilege and power to create a fair, just and inclusive culture. It recognises the work of race equality requires a collaborative approach, involving all levels of the organisation in the change needed, and seeks to provide a mechanism to hold the organisation, and each other, to account.

This plan forms part of CMT's Commitment to becoming an anti-racist organisation (informed by the 6C Model, Big Promise commitments (linked to Race Equality Matters) and KCC culture and values:

- ***A Zero tolerance policy on racism and micro-aggressions in the workplace*** – COHERENCE, COURAGE
- ***Inclusive recruitment practice*** COHERENCE, CONSCIOUSNESS, COMMITMENT, COURAGE
- ***Expectation of both large scale and smaller scale conversations to happen across KCC that are action focused and support allyship, including a Challenger & T200 session with leaders and managers on race equality*** – Commitments made at all levels as part of the Big Promise/Commitment aspect of 6C model COURAGE, CONNECTEDNESS, COPRODUCTION, CONSCIOUSNESS
- ***Positive action in career development*** – through delivery of the OD plan COURAGE, CONSCIOUSNESS, COMMITMENT

There is collective ownership for these commitments and accountability for delivering against these. There is also a role to play within directorates to support and engage with the activity to embed the change we want to see.

Commitment 1: A Zero tolerance policy on racism and micro-aggressions in the workplace

Outcome: A clear statement of intent is made to address racism, discrimination and inequality in the workplace and people understand the consequences of non-adherence. Acknowledgement that there is racism in society, and this is proactively challenged at all levels of our organisation; and action taken to address racism in the broader system including in local partnerships

What are we already doing?

- Regular CMT messaging to set the tone from the top, with commitment for action not just words
- Equality, Diversity and Inclusion a priority identified in the Corporate engagement plan, with campaigns and awareness days built in
- Review of process for reporting incidents of racism within the workplace to ensure it is clear, safe and confidential
- Directorate specific approaches to anti-discriminatory practice has started e.g. via Social Care WRES and EDI groups
- Review of current equalities model within KCC, including revisiting the requirement for a Corporate Equalities role (*are we?*)

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
Refresh the Expect Respect policy and take a campaign approach to raise awareness, reinforce the behaviours we expect to see in KCC and make explicit the consequences of consistently getting it wrong	<p>The policy has been refreshed and Black, Asian and minority ethnic colleagues feel this is making a difference on the ground through reduced incidents of racism</p> <p>There is a visible leadership statement and enforcement about poor practice</p> <p>More incidents of calling out inappropriate behaviours, and consequences are reflected in workforce data (turnover, disciplinarys, TCP ratings)</p>	Short term	CMT HR/OD	
Make the race equality work visible across KCC, including repurposing the role of CEG and create a direct partnership working relationship with BMEF	<p>There is transparency on the commitment to race equality through publishing this plan, the Equality Objectives and there is regular reporting of workforce data on KNet.</p> <p>Outcomes from CEG discussions are communicated by CMT and learning is shared across the wider organisation.</p> <p>CEG is being used as an escalation route by Directorates as well as focusing activity downwards into Directorates. There are</p>	Medium term	CMT	

	<p>positive/action focused discussions at CEG with each member acting as allies.</p> <p>The CMT plan is being supported with Directorate activity and learning shared. Appropriate vehicles within directorates are being used to be held to account.</p> <p>BMEF feel the work is being led by KCC, with their expertise and experiencing informing the work of the organisation (rather than them doing the heavy lifting)</p> <p>BMEF have regular contact with CMT to influence, challenge and hold them to account for delivery of actions/change</p>			
Equality measures in performance management framework (<i>mandatory?</i>)	Leaders and managers are role modelling inclusive leadership, including anti-racist behaviours	Medium term	CMT HR/OD	
Effective escalation channels are in place to address racial abuse from service users and/or staff e.g. through the resolution and whistleblowing process, through CMT open door policy, and working with BMEF to support this process	<p>Black, Asian and minority ethnic colleagues trust the processes in place and if there is racism, the person responsible faces consequences</p> <p>BMEF are being approached for advice during processes to help build expertise</p> <p>Challenging conversations are happening with the people who use our services with partners in the local community</p> <p>Black, Asian, minority ethnic colleagues engage with open door policy to encourage direct conversations with CMT as another channel for escalation</p>	Medium term	CMT HR/OD	

Commitment 2: Inclusive recruitment practice

Outcome: To improve policies and processes to help attract diverse talent, and to make sure everyone has a fair and positive experience. KCC to be proud of its diversity and be representative of the diverse communities we serve at all levels of the organisation

What are we already doing?

- Showcasing diversity in new KCC recruitment website
- Review of Equality & Diversity in Recruitment training to explicitly address racial bias and requirement for this mandatory for all managers on recruitment panels
- Exploring options for positive action in recruitment e.g. where roles are advertised to attract diverse talent

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
Identify specific inclusion question that managers must use in recruitment <i>(mandatory?)</i>	There is a clear message on the importance of inclusion as part of recruitment criteria We have recruited people with the right behaviours we wish to see in KCC	Short term	CMT HR/OD	
Further strengthen staff induction on Equality, Diversity and Inclusion	New staff joining KCC understand the organisations stance on EDI, including a zero tolerance to racism and microaggressions in the workplace, with clear consequences for those that do not adhere – will be held to account	Short term	CMT HR/OD	

Commitment 3: Positive action in career development

Outcome: To make sure people have access to the development and support they need to succeed and thrive

What are we doing already?

- Managing in KCC incorporates EDI
- Leadership and management development reflects how we want to be as an employer/what we want to do – *make more explicit in the introduction to act as a disruptor*
- Developing Inclusive Management practice training is being piloted, with a view to wider roll out as part of Leadership and Management development offer – *CMT expectation that all managers engage with this training to support their practice*

- Workforce planning tool created for use across the organisation to identify priority areas for specific action required
- Review of TCP equalities data across the organisation and by Directorate with actions for improvement

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
Mutual mentoring and sponsorship to help understand and address barriers and to support managers to have the right, proactive, courageous conversations with staff	<p>Mutual mentoring programme is in place and there is engagement from all levels of the organisation</p> <p>BMEF feel more courageous conversations are taking place with managers</p> <p>Senior leaders are sponsoring diverse talent to support career progression opportunities</p> <p>Black, Asian and minority ethnic staff feel there is increased understanding of equity and the barriers people face to inclusion.</p> <p>Specific examples of barriers to accessing development that were highlighted during safe space conversations are investigated and appropriately addressed.</p>	Short term	CMT HR/OD	
Actively identify future leaders with protected characteristics as part of succession planning and create talent pools, informed by workforce data where under-represented	Evidence of a diverse talent pipeline in succession plans	Long term	CMT HR/OD	
Monitoring of data on promotions and access to career progression/development opportunities to identify and address barriers	<p>There is increased diversity at all levels of the organisation</p> <p>Black, Asian and minority ethnic staff feel they have equal access to development opportunities (via staff survey tbc)</p>	Long term	CMT HR/OD	
Maximise benefits of KCC's Coaching network to encourage	Increase in number of BAME staff accessing coaching support	Short term	CMT	

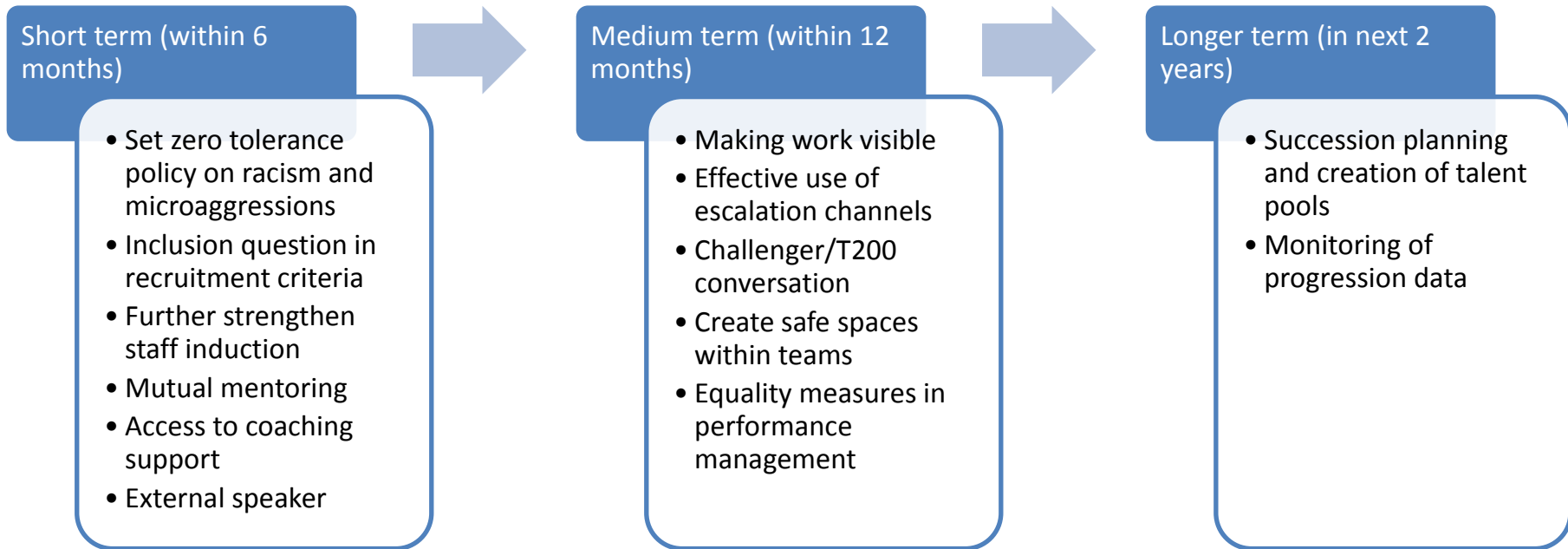
more self-referrals from diverse talent			HR/OD	
---	--	--	-------	--

Commitment 4: Large and smaller scale conversations take place across KCC that are action focused and support allyship

Outcome: To create and embed an Inclusive culture, one where our workforce displays the behaviours we expect to see, by using the 6C model. To raise awareness of Inclusion, an understanding of race issues, and to improve the psychological safety of BAME colleagues in the workplace.

What are we going to do?	How will we know we have succeeded?	Timeframe	Owner	Status
Hold a Challenger & T200 session with leaders and managers to have a conversation on race equality in a safe space <ul style="list-style-type: none"> - use question prompts from Leading in Colour report to challenge current practice and hold each other to account - hear feedback from Developing Inclusive Management practice attendees - incorporate a film between BMEF and CMT about issues they are discussing - introduce concepts of allyship, white privilege and unconscious (and conscious bias) 	Managers are using the 6C model as part of leadership and management dialogue to support good conversations (and BAME colleagues no longer feel they have to do this on their behalf) When people turn up in the room, they are acting as an ally, listen and understand and take action on what they hear without judgement Managers are more comfortable, confident and competent discussing race in teams, acting as allies and being actively inclusive Managers are more aware of the issues and how they can have an impact on the experience of BAME colleagues, including how to use their privilege and power BMEF feel there is a different relationship with CMT that is more direct and open. There is more visibility across KCC or the issues and the work taking place with BMEF Signals CMT's expectations on race equality – those that aren't signed up to the agenda may feel individually uncomfortable	Medium term	CMT HR/OD	

Create safe spaces within teams/services to improve practice and behaviours (using REM's Tea break concept?)	<p>The conversation on race equality continues throughout the year and managers do this work on a daily basis so the work becomes embedded</p> <p>Staff and managers feel more confident to ask the difficult questions, listen to the lived experience of BAME colleagues and are allies in identifying and acting on changing the systems and processes that perpetuate inequality.</p>	Medium term	CMT	
A programme of external speakers to support the education and context piece	Engagement from the organisation at events	Short term	CMT HR/OD	



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

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank