PERSONNEL COMMITTEE

Thursday, 15th June, 2023

2.00 pm

Council Chamber, Sessions House, County Hall, Maidstone

Kent County Council
kent.gov.uk

AGENDA

PERSONNEL COMMITTEE

Thursday, 15th June, 2023, at 2.00 pm
Council Chamber, Sessions House, County
Hall, Maidstone

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

Membership (11)

Conservative (8):   Mr R W Gough (Chair), Mrs S Prendergast (Vice-Chairman),
Mrs C Bell, Mrs S Chandler, Mr D Jeffrey, Mr P J Oakford,
Mr D Robey and Mr C Simkins

Labour (1):   Dr L Sullivan

Liberal Democrat (1):   Mrs T Dean, MBE

Green and   Mr S R Campkin
Independent (1):

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

1   Membership

To note that Mr Dylan Jeffrey has replaced Mr Bryan Sweetland on the
Committee.

2   Apologies and Substitutes

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

4   Minutes - 8 March 2023 (Pages 1 - 4)

5   Employee Relations Casework Activity (Pages 5 - 14)

6   Annual Workforce Profile Report (Pages 15 - 46)

7   People Strategy 2022-2027 Evaluation (Pages 47 - 98)

8   Future of Work (Pages 99 - 100)

9   Exclusion of the Press and Public

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

EXEMPT ITEMS

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

10   Discretionary Payments (Pages 101 - 106)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 7 June 2023

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 8 March 2023.

PRESENT: Mrs S Prendergast (Vice-Chairman in the Chair), Mrs C Bell, Mrs S Chandler, Mr D Robey, Mr C Simkins, Dr L Sullivan and Mr B J Sweetland

IN ATTENDANCE: Mr R Smith (Corporate Director of Adult Social Care and Health), Mr P Royel (Director of HR & OD), Mr I Allwright (Employment Policy Manager), Ms M Flegg (Workforce Development Strategy Manager), Ms D Trollope (Head of Consulation and Engagement) and Mrs A Taylor (Scrutiny Research Officer)

UNRESTRICTED ITEMS

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

Mr Simkins declared an interest that his daughter worked at a Kent School.

48. Minutes of the previous meeting held on 24 January 2023
(Item 3)

Paul Royel clarified that the appendices to the pay report provided greater clarity than the summary recommendation and that those staff employed at the top of KR11 will receive 4.5%.

RESOLVED that the minutes of the meeting held on 24 January 2023 are correctly recorded and that they be signed by the Chairman as a correct record.

49. Workforce Profile Update
(Item 4)

1. Paul Royel introduced the update to the Annual Workforce report which contained information on changes in turnover across the County Council's workforce up to 31 January 2023.

2. The Annual Workforce report would be submitted to Personnel in June 2023 and it was hoped that by that time turnover would have reduced further, to within expected levels and that reporting could return to the usual structure.

3. Mr Royel responded to questions of detail and noted comments, which included the following:

    a. Did the report include comparators from outside KCC? Intelligence on this should be available by the next meeting.

b. Did turnover measure vacant posts? Turnover is calculated by the number of leavers from the workforce population; therefore any unfilled posts or current vacancies would not be included.

RESOLVED that Members note the content of the report.

50.   Apprenticeships and Young People
(Item 5)

1. Michelle Flegg introduced this report which updated the Committee on the progress of the Apprenticeship agenda in KCC as well as other elements of the KCC Early Careers development programme.

2. Mrs Flegg responded to questions of detail and noted comments, which included the following:

   a. How was the apprenticeship levy shared out and how was the apprenticeship scheme promoted? There was a link on kent.gov, a link on the government pledge site, word of mouth, forums, meetings, presentations. The scheme was well supported and there wasn't currently a need to further promote the scheme.
   b. The graduate programme allowed individuals within the organisation to have opportunities to build a career path, there was a broad range of recruits joining KCC.

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

51.   Staff Survey Results
(Item 6)

1. Paul Royel introduced this report and Diane Trollope gave a presentation to Members which was circulated to Members after the meeting.

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

   a. It was confirmed that there was a balanced response to the survey which covered all areas of the authority.
   b. A work life balance was a wellbeing measure and should allow officers to 'switch off' from their job.
   c. Mrs Trollope would confirm the questions asked around organisational objectives.
   d. In relation to a question about protected characteristics Mrs Trollope explained that there was a need to take more action in relation to staff identifying with a disability and their wellbeing support and management action.
   e. In relation to bullying – effective management action and core manager briefings were essential. Staff had a strong moral compass and there needed to be a zero-tolerance attitude towards bullying. This was found to be most difficult in external facing roles such as Children's and Adult's

Social Care where there was sometimes an acceptance that officers would be treated badly by customers – this had worsened since covid.

 f. In relation to flexible working/hotdesking arrangements KCC was currently looking at what was working and what was needed – teams were adapting and finding solutions which worked for them – this continued to be reviewed.

RESOLVED that Personnel Committee note progress and the presentation given at the meeting.

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

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

<u>EXEMPT ITEMS</u>

(Open minutes)

53. Adult Social Care & Health - Top Tier Structure
(Item 9)

1. Paul Royel introduced this item which set out a proposal to delete the post of Strategic Commissioner and create a new post Director post in the Adult Social Care and Health (ASCH) Directorate.

2. Richard Smith gave an outline of the proposals.

3. Mr Royel and Mr Smith responded to questions of detail and noted comments, which included the following:

 a. Although the rationale for the proposal was understood further questions were asked about the remit of this person covering Children's Commissioning as well as Adult's and how the understanding of both areas would be maintained with a director sitting in the ASCH Directorate. Mr Smith confirmed that the Corporate Director of CYPE was supportive of this proposal.
 b. A Member asked what KCC's overall change agenda was driven by. The officers confirmed that this proposal would maintain the improvements made to the procurement processes, governance and delivery of commercial procurement activity.
 c. It was confirmed that accountability lines would be clear.
 d. Concerns were raised about the geographical split of directors continuing in the ASCH Directorate, particularly given that the CYPE Directorate had just moved away from this.
 e. The Cabinet Member confirmed that she considered this a positive move and replicated structures across the country.

RESOLVED that the Personnel Committee recommend to County Council:
- The deletion of the post of Strategic Commissioner;
- The introduction of a new Director of Adults and Integrated Commissioning.

Dr Sullivan asked that her abstention on this be noted in the minutes.

54. Pay Strategy
(Item 8)

(Dr Sullivan declared an interest in that her husband was a KCC employee and withdrew from the meeting).

1. Mr Royel introduced this report which set out an overview of the potential direction for the County Council's future grading and pay structure. Endorsement of the model was sought from Personnel Committee prior to more detailed work being undertaken. It was confirmed that any formal proposal would return to Personnel Committee before consideration by County Council.

2. Mr Allwright gave the Personnel Committee a presentation on the concept and proposals for KCC's pay structure beyond 2024. Broad and initial discussions had been had with the trade unions.

3. Mr Royel and Mr Allwright responded to questions of detail and noted comments which included the following:

    a. How would performance be recognised? – members considered they would need to see more detail and have more understanding of the performance related pay options.
    b. There were concerns around the transition and it was confirmed that any new model would not be introduced until April 2024, making 2024 a transition year to take effect from April 2025. There were concerns over the effect of consultation on staff given the unstable financial climate.
    c. It was acknowledged that there were conflicting views on Total Contribution Pay (TCP).
    d. Mr Royel confirmed that further details on the proposal would be submitted to Personnel Committee in November 2023/January 2024.

RESOLVED that Personnel Committee:

- Endorse the principles set out in the presentation taking into account the comments made by the committee during the meeting;
- Agree that a more detailed proposal for the Council's pay strategy by developed for further consideration at a future meeting before submission to the County Council.

From: **Shellina Prendergast - Cabinet Member for Communications & People**

          Paul Royel – Director HR & OD

To: **Personnel Committee - 15 June 2023**

Subject: **Employee Relations Casework Activity**

Classification: **Unrestricted**

Summary: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2022 to 31 March 2023.

Recommendation(s):

Personnel Committee is asked to note the Employee Relations Activity report including senior office appeals hearings and Employment Tribunal Claims.

1.   Introduction

1.1   Personnel Committee is provided with an update on the numbers of disciplinary, capability, resolution, and Employment Tribunal cases to provide an overview of the level and distribution of case activity. This report updates the Committee on the numbers of cases for the year 1 April 2022 – 31 March 2023.

1.2   The report provides a breakdown of the types and numbers of cases being managed by our KCC Managers and provides comparative data for the previous two years. Managers lead on the management of performance and capability with the support of a range of management development interventions and tools to assist when there are performance concerns. The HR & OD Team lead in providing development interventions and professional advice to enable Managers to manage the increasingly complex employee relations cases.

2.   Case Analysis

2.1   Overall, the total number of cases being managed formally throughout the year is at a similar level to the previous two years. The highest proportion of cases have been managed within the CYPE (46%) and ASCH (33%) Directorates (Appendix 1).

2.2   Analysis of activity over the last three years shows the greatest volume of cases continues to be those concerning ill health (38%). Managers are supported in their management of these types of case by the HR & OD Team. A range of health and wellbeing support and advice continues to be developed

and is provided so Managers can identify issues concerning health at an early stage. Teams who have been identified to have a particularly high level of absence are supported with targeted interventions to review where improvements can be made, and issues addressed. Data on the formal number of cases indicates that managers are taking a proactive approach in invoking formal processes when informal support has not been successful.

2.3   Disciplinary cases, make up 30% of the total case activity, and analysis of the data suggests managers are taking a firm approach to addressing issues of conduct where necessary with HR advice and support.

2.4   Analysis shows a slight increase in the number of resolution cases which represents 10% of all case activity. Resolution cases concerning bullying and harassment are at a similar level to the last two years and represent less than 3% of the total of all cases. Case levels indicate Managers are taking a proactive approach in managing these cases formally where the informal stages have been exhausted.

2.5   The proportion of case activity concerned with the formal management of performance is consistent with levels in previous years (11%) The HR & OD Team continue to advise and support Managers in addressing performance concerns and where necessary through formal performance management procedures where informal interventions have not been successful.

2.6   The number of Employment Tribunal and Early Conciliation cases where claims are lodged against KCC, although showing an upward trend remain relatively low for an organisation of our size. The increased level in part reflects the lack of progression of cases through the Tribunals and more claims are being submitted by current employees. There are five claims currently pending, and fifteen have been resolved, either by withdrawal or settlement. There have been five notifications from ACAS of Early Conciliation cases where discussions take place through ACAS in advance of an Employment Tribunal claims being submitted. Notification does not always take place and claims are often progressed directly to an Employment Tribunal.

3.   Dismissal appeals heard by senior officers

3.1   Appeals against dismissal (other than in probation) are managed through HR & OD and senior officers who are members of the Challenger Group are expected to sit on the appeal panel supported by Invicta Law and HR. Appeals against dismissal and transfer/downgrading decisions are therefore independently reviewed by senior officers with legal and HR advice.

3.2   From 1 April 2022 to 31 March 2023 there have been six appeals against dismissal which have been examined through the appeal process. Three appeals were upheld, and three not upheld.

Adult Social Care and Health	**2**	1 x Conduct	Appeal upheld.
		1x Conduct	Appeal not upheld.
Children young People & Education	**4**	1 x Conduct	Appeal not upheld.
		1 x Capability	Appeal upheld. – employee resigned.
		1x Conduct	Appeal upheld.
		1 x Conduct	Appeal not upheld.
TOTAL	**6**		

4. Case review

As requested by Members, Appendix 2 provides an illustration of a case, the process and stages undertaken leading up to the dismissal appeal which will be discussed in more detail at the meeting.

5. Conclusions

The ER case activity overall, has remained broadly in line with previous years and analysis shows there are no major upward trends.

Recommendation(s):

Personnel Committee is asked to note the Employee Relations Activity report including senior office appeals hearings and Employment Tribunal Claims.

Report Author: Relevant Director:

Jane Clayton, HR &OD Manager   Paul Royel, Director of HR&OD

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Appendix 1

April 2020 - March 2021		Total No.	April 2021 - March 2022		Total No.	April 2022 - March 2023		Total No.
Case Type			Case Type			Case Type		
Appeals	3		Appeals	15		Appeals	10	
Appeals (Dismissal)	6		Appeals (Dismissal)	7		Appeals (Dismissal)	6	
Capability - Ill Health	169		Capability - Ill Health	184		Capability - Ill Health	169	
Capability - Other	1		Capability - Other	14		Capability - Other	3	
Capability - Poor Performance	49		Capability - Poor Performance	58		Capability - Poor Performance	51	
Disciplinary	149		Disciplinary	130		Disciplinary	132	
Resolution	21		Resolution	19		Resolution	32	
Resolution-Bullying/Harassment	15		Resolution-Bullying/ Harassment	10		Resolution-Bullying/Harassment	12	
Early Conciliation	8		Early Conciliation	13		Early Conciliation	5	
Employment Tribunal	14		Employment Tribunal	17		Employment Tribunal	20	
Grand Total	**435**		Grand Total	**467**		Grand Total	**440**	
Mar-20	**9374**		Mar-21	**9449**		**Mar-22**	**9490**	

Case Type Trends by Year
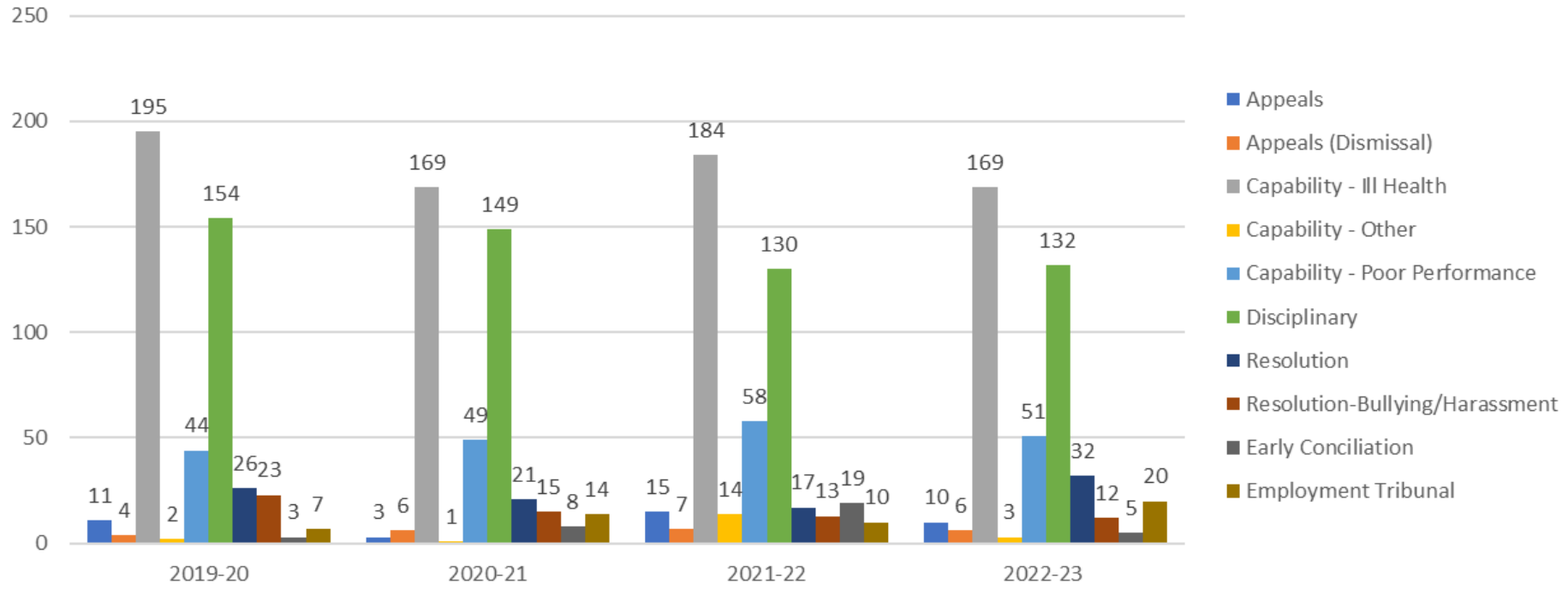
Percentage of Cases Actioned April 22 - March 23 by Directorate

- AH
- CY
- GT
- ST

33%
46%
17%
4%
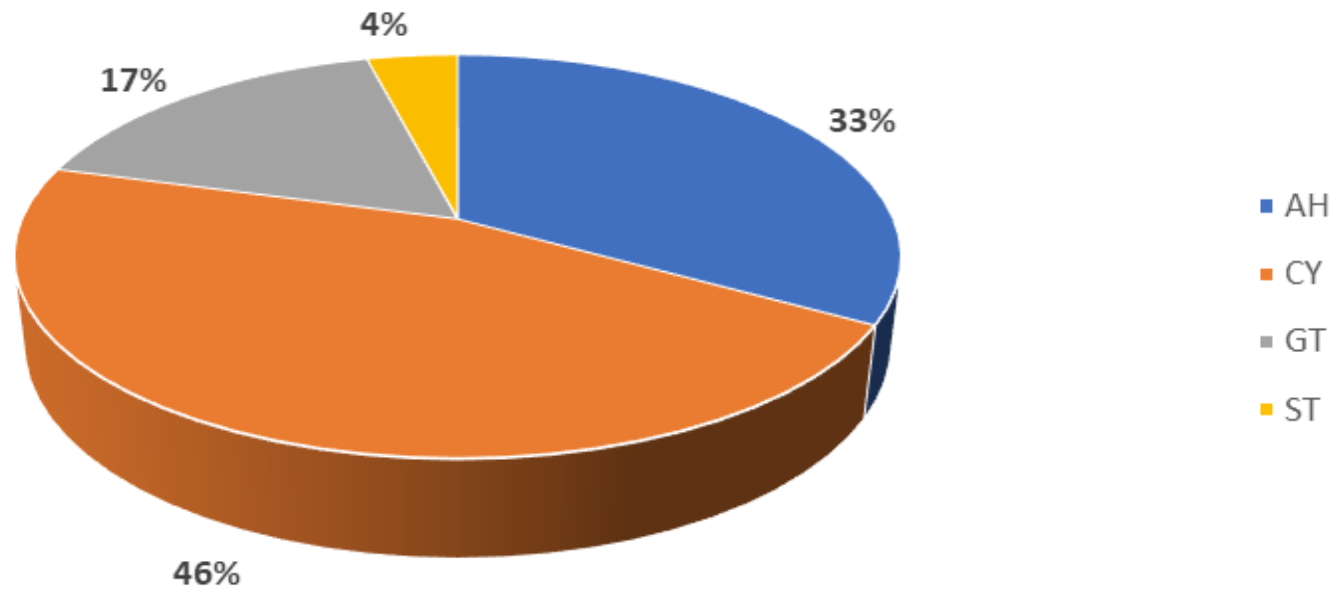
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Deep Dive – Appendix 2

Allegation – Accessing confidential information.
Breach of Kent Code and breach of confidentiality

Stage	
Stage 1	Manager became aware of potential breaches. Risk assessment undertaken prior to suspension. IT account suspended. Independent investigator appointed and investigation commenced under the Investigation Guidance and relevant Provcedure.
Stage 2	Fit note provided by employee stating not fit for work.Occupational Health (OH) referral made and OH report received which stated employee is not fit to participate in a process.
Stage 3	Further advice sought from OH from manager re capability for employee to participate in a formal process and Ill Health Retirement (IHR). OH advised fit to participate in process and IHR not an option if surgery imminent but would be considered if surgery in 2 years time.
Stage 4	Independent investigation carried out, employee provided with written investigation questions in advance as a reasonable adjustment.
Stage 5	Employee invited to disciplinary hearing and provided with hearing guidance documents. Hearing undertaken following policy and procedure and hearing paused to allow employee to have breaks as an adjustment. Employee supported by TU rep. HR Adviser was present to advise Chair of hearing. Employee summarily dismissed for gross misconduct.
Stage 6	Appeal received from employee. Two Senior Officers appointed to the appeal panel from the Senior Manager group following Guidance, with advice from a legal representative from Invicta Law and a Senior HR Adviser. Employee supported by TU rep and employee spouse also present for support. Hearing adjourned to a later date to allow time to review evidence. Appeal hearing reconvened. Decison to dismiss upheld.

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Annual Workforce Profile Report

By: **Shellina Prendergast - Cabinet Member for Communications and People**

Paul Royel – Director of HR & OD

To: **Personnel Committee**

Date: **15 June 2023**

Subject: **Annual Workforce Profile Report**

Classification: Unrestricted

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

Within the report, comparators, unless otherwise stated, are from the end of the previous financial year.

Recommendation: The Personnel Committee is asked to note the latest annual workforce profile for 2022-23.

Headlines

1. The Non-Schools Workforce

- The staffing level has increased by 67 FTE over the year.
- Rolling turnover has increased over the year, to 15.1% excluding CRSS (Casual, Relief, Sessional and Supply) staff.
- Sickness has increased since March 2022 to 8.18 days lost per FTE.

2. The Directorates

- The largest decrease in FTE from the previous year was 5.4% in ASCH.
- The proportion of permanent contracts varies from 79.9% in GET to 93.2% in DCED.

2. **The Non-Schools Workforce**

2.1 Introduction

This section contains information about the non-schools' workforce as at 31 March 2023 with comparative figures for the previous year shown in brackets.

Performance indicators are calculated for this sector every month, including a set of statistics that relates specifically to staff within the Leadership Group, defined as those on KR13 or above, with a minimum salary of £55,556.

2.2 Staffing levels

Staffing levels increased during the year to 7,660.50 FTE at the year end. This is 67 FTE higher than end of the last financial year. (7,593.50 FTE at 31 March 2022).

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

2.3 Contract types

The percentage of staff on fixed-term contracts has decreased slightly from the previous year at 4.3% (5.1% at 31 March 2022) and the proportion of CRSS* (*Casual, Relief, Sessional and Supply) contracts continued to reduce this year and now stands at 11.0% (11.3% at 31 March 2022).

In March 2023 there were 1,113 CRSS contracts and 33.9% staff on these contracts had another role within the Authority with contracted hours.

2.4. Agency staff

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

2.4.1. Agency staff numbers

As at March 2023, there were 436 agency staff (416 at 31 March 2022) employed in non-schools. The agency staff cover a variety of different positions, but particularly Social Work and Administration roles.

2.4.2. Agency staff costs

The interim out-turn spend on agency staff in 2022-23 was £30,142,997 (including COVID) which equated to approximately 8.1% of the £341 million pay-bill for the year. (Figures for 2021-22 were a pay-bill of £323 million with agency staff costs accounting for 6.0% of this).

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

2.5. Staff by salary band

35.9% of staff are in the salary band KR6 or below, with a maximum full-time salary of £23,262 (37% at 31 March 2022). 74.2% of staff are on grades KR9 or below, earning a maximum full-time salary of £34,693 (74.9% at 31 March 2022). The proportion of staff on grades KR14 and above has remained constant, at 2.1%.

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

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

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

2.6. Rolling turnover (excluding CRSS staff)

Rolling turnover showed an increase during 2022-23, reaching a rate of 15.1% in March 2023 (14% on 31 March 2022).

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

2.7. Reasons for leaving

Analysis of 'reasons' for leaving shows that the primary reason was 'Resignation' at 73.5% of leavers followed by 'Other' at 14.3%.

Appendix 9 shows the leavers by leaving reason.

2.8. Redundancies

During 2022-23 there were 10 redundancies (22 in 2021-22). Redundancy payments for the year 2022-23 totalled £134,189 (£296,147 in 2021-22), indicating an average redundancy payment of £13,419 (£13,461 in 2021-22)*.

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

2.9. Sickness performance indicator

The sickness performance indicator calculates the working days lost per FTE, in 2022-23 this figure increased to 8.18 days per FTE (7.39 in 2021-22). If the reasons of Covid-19 and Long Covid were excluded from this calculation, then the figure would reduce to 7.17 days per FTE.

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

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

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

Reasons for sickness absence has altered slightly to the previous year with the most calendar days lost being due to 'Musculoskeletal, then 'Mental Health', followed by 'COVID-19' and 'Gastrointestinal'. Whereas in 2021-22 'Mental Health' and 'Musculoskeletal' were followed by 'COVID-19' and 'Stress – Not Mental Health'.

Within the non-schools workforce, sickness due to 'Mental Health' problems account for 16.7% of calendar days lost, a decrease from the previous year (21.4% in 2020-21).

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

Within the non-school workforce, sickness due to Covid-19 accounts for 11.2% of calendar days lost, an increase from the previous year (10.1% in 2021-22).

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

2.11. Equality

A breakdown of KCC non-schools staff by equality strand is shown below with March 2022 figures in brackets.

The percentage of female staff has remained consistent at 79.6% (79.3%) and the proportion of female members of the leadership group has increased slightly at 61.7% (60.7%).

The percentage of Black, Asian, and Minority Ethnic staff has decreased slightly this year, to 8.2% (8.3%). The proportion of Black, Asian, and Minority Ethnic staff in the Leadership group shows a decrease to 5.8% (6.8%).

Disabled staff figures have increased making up 5.1% of staff in the non-schools workforce (4.4%) with 4.7% of those in the Leadership group (4.6%).

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

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

2.12. Equality in recruitment

KCC continues to attract people from across the Protected Characteristics.   However, the proportion of people applying from particular groups does not always correspond to the proportion of those being appointed. This position remains similar to the 2022-23 figures for most of the specified areas.

Detailed recruitment information can be found at Appendix 5.

2.13. Age profile

2.13.1. Average age

In March 2023, the average age was 45.9 which has increased when compared to the previous year (45.5)

2.13.2. Age performance indicators (excludes CRSS staff)

The proportion of staff aged 30 or under has decreased over the year, at 15.7% (16.6% in March 2022). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group (53.8%) than in the non-schools workforce (41.6%).

Full age performance indicators results are shown at Appendix 3.

2.14. Apprentices

As at March 2023 there were 235 apprenticeship training starts – 224 in the KCC non-schools workforce and 11 in LATCOs.

2.15. Spans and layers

The non-schools workforce had a structure with a maximum of 9 layers as at 01 May 2023 with managers having an average span of 5.5 FTE. Within the structure there were 139 one-to-one reports. The expected profile for the organisation is for 7 layers and an average span of 7 FTE.

3. Directorate details

3.1. Introduction

This section contains key staffing information about the workforce in each of the Directorates as at 31 March 2023. Performance Indicators are calculated for this workforce monthly and include a set of statistics relating to staff within the Leadership Group of each Directorate.

3.2. Staffing levels

Staffing levels have changed slightly within the year, with the greatest percentage change in ASCH, where there was a decrease in FTE of 5.4%.

Staffing levels in CYPE also saw a decrease of 0.4% when compared to the previous year, whereas GET show an increase of 1.6%.

2022-23 saw the creation of two new departments, CED and DCED, replacing ST.

Appendix 1 shows staffing levels by Directorate.

3.3. Contract types

The breakdown of contract types differs significantly by Directorate, with the proportion of permanent contracts varying from 79.9% in GET to 93.2% in DCED. DCED has the highest proportion of temporary contracts 1.1%, followed by CYPE 1%. The highest proportion of fixed-term contracts is within CED at 11.7%. CYPE and GET have the highest proportion of CRSS contracts, in GET 15.9% and CYPE 13.8% whereas the proportion of CRSS contracts in ASCH and CED is much lower at 7.2% and 0.6% respectively. DCED has no employees on CRSS contracts. The CRSS roles in CYPE include Tutors, Youth Support Workers, Instructors, and Invigilators. Within GT, they include Celebratory Officers, Customer Support Assistants, Cycle Instructors and Road Crossing Patrol staff.

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

3.4. Agency staff

As at 31 March 2023, there were agency staff working in all the Directorates. The numbers varied from 32 in GET to 303 in CYPE.

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

3.5. Age performance indicators

CED has the highest proportion of staff aged 25 and under, at 9.6%. When the group of younger staff is extended to take into account staff aged 30 or under, the figure in CED rises to 22.4%

Staff aged 50 or over account for 48.3% of those in GET, but only 28.6% in CED. All Directorates employ staff aged 65 or over, but GET has the highest percentage, at 7.8% and CED has the lowest, at 1% followed by CYPE at 3.3%.

3.6. Sickness performance indicators

Once again, the sickness rates varied noticeably between Directorates, from the lowest in CED, at 3.23 days lost per FTE, to 11.65 days lost per FTE in ASCH, for the 2022-23 period.

Appendix 6 provides detailed information on sickness levels.

3.7. Staff by salary band

Distribution across the salary bands varies considerably between the Directorates. The proportion of contracts at KR6 & below varies from 14.7% in DCED to 48.2% in GET. CED and DCED has the highest proportion of staff on more highly graded contracts (KR14 & above), at 1.4%.

Appendix 4 shows detailed information on staff by salary band.

3.8. Turnover (excluding CRSS staff)

Turnover levels for the year have increased in ASCH, CYPE and GET during 2022-23. The turnover rate is lowest in GET at 13.8% (12.6%, 2021-22), increasing to 15.4% in ASCH (14%, 2021-22), with CYPE continuing to have the highest turnover at 17.4% (15.6%, 2021-22).

3.9. Equality

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

The percentage of female staff is highest in ASCH and CYPE Directorates at 85.8% and 86.8% respectively, and lowest in GET at 63.4%. The figures for the Leadership population range from 37.3% in GET (34.6%, 2021-22) to 75.4% in ASCH (73.3%, 2021-22).

The percentage of Black, Asian, and Minority Ethnic staff varies from 4.4% in GET to 10.7% in ASCH. Within the Leadership groups, the figures range from 3.4% in GET to 7% in ASCH.

The proportion of Disabled staff varies from 4.9% in CY to 5.8% in DCED, but the proportion in the Leadership groups varies from 3.4% in GET to 9.5% in DCED.

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

Paul Royel
Director of HR & OD
416631

Background Documents: None

Appendix 1 – Staffing Levels

Non-Schools Workforce: Staffing Levels

	Mar-20	Mar-21	Mar-22	Mar-23	Change Mar-22 to Mar-23	% Mar-22 to Mar-23
Contract count	9,857	9,841	10,061	**10,108**	47	0.5%
Headcount (inc. CRSS*)	9,252	9,298	9,490	**9,509**	19	0.2%
Headcount (exc. CRSS*)	8,459	8,579	8,807	**8,858**	51	0.6%
FTE	7,205	7,374	7,594	**7,661**	67	0.9%

Non-Schools Staffing Levels
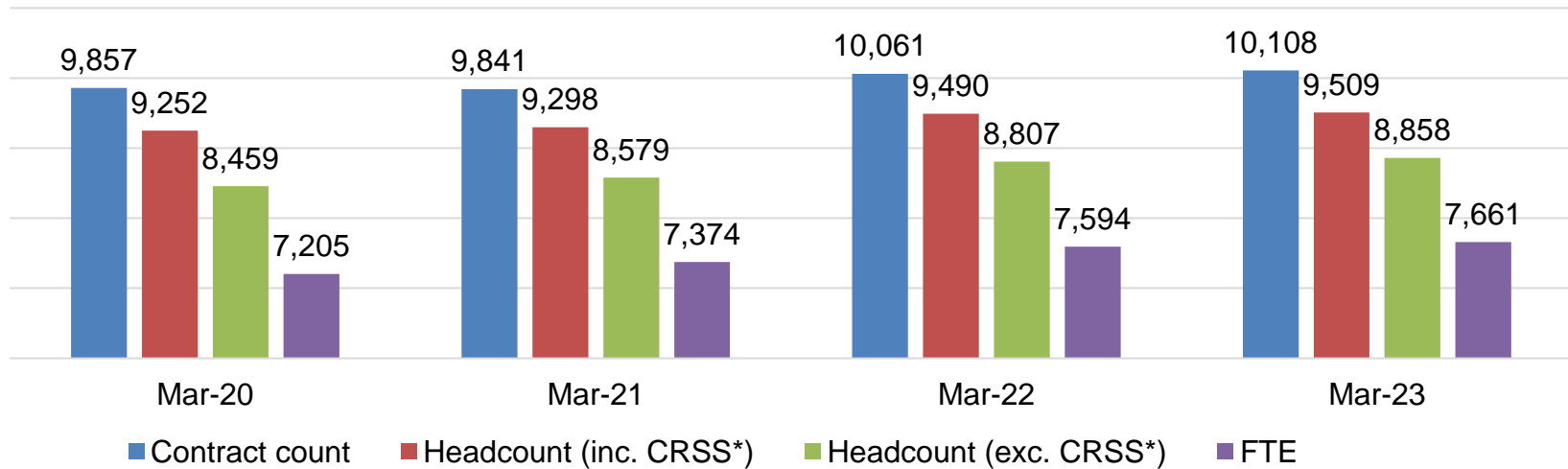
Directorates: Staffing Levels

Directorates	Contract Count Mar-22	Contract Count Mar-23	Headcount (Inc CRSS) Mar-22	Headcount (Inc CRSS) Mar-23	Headcount (exc CRSS) Mar-22	Headcount (exc CRSS) Mar-23	FTE Mar-22	FTE Mar-23
ASCH	2,820	**2,669**	2,658	**2,511**	2,583	**2,441**	2,246.1	**2,124.6**
CED		**803**		**801**		**798**		**749.8**
CYPE	3,954	**3,961**	3,769	**3,743**	3,364	**3,360**	2,998.2	**2,987.3**
DCED		**382**		**382**		**382**		**355.0**
GET	2,288	**2,293**	2,105	**2,104**	1,872	**1,885**	1,421.4	**1,443.9**
ST	999		996		993		927.7	

Directorates: Staffing Levels FTE Mar-22

927.7
2,246.1
1,421.4
2,998.2

■ ASCH ■ CYPE ■ GET ■ ST

Directorates: Staffing Levels FTE Mar-23

1,443.9
2,124.6
355.0
749.8
2,987.3

■ ASCH ■ CED ■ CYPE ■ DCED ■ GET ■ ST
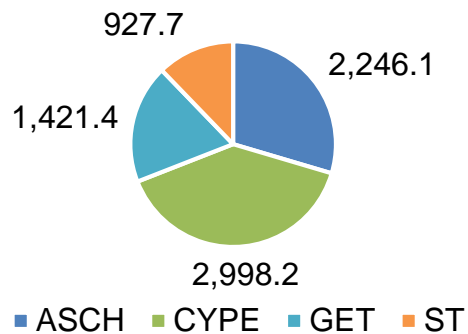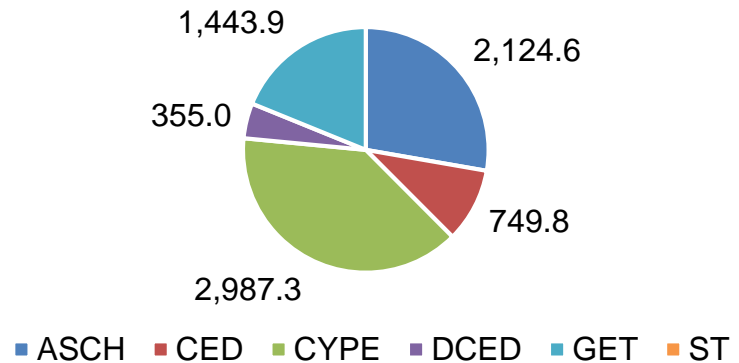
*CRSS = Casual Relief, Sessional & Supply

Appendix 2 – Contract Types

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

Contract Type	Mar-22 Count	Mar-22 %	Mar-23 Count	Mar-23 %
Permanent	8,339	82.9%	**8,496**	**84.1%**
Temporary	77	0.8%	**71**	**0.7%**
Fixed term	510	5.1%	**431**	**4.3%**
CRSS*	1,135	11.3%	**1,110**	**11.0%**
Total	**10,061**	**100%**	**10,108**	**100%**

*CRSS = Casual Relief, Sessional & Supply

Non-Schools Workforce by Contract Type Mar-22

11.3%
5.1%
0.8%

82.9%

- Permanent
- Temporary
- Fixed term
- CRSS*

Non-Schools Workforce by Contract Type Mar-23

11.3%
5.1%
0.8%

82.9%
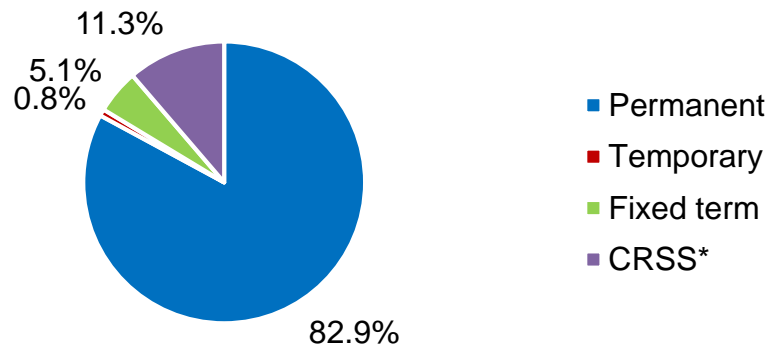
- Permanent
- Temporary
- Fixed term
- CRSS*
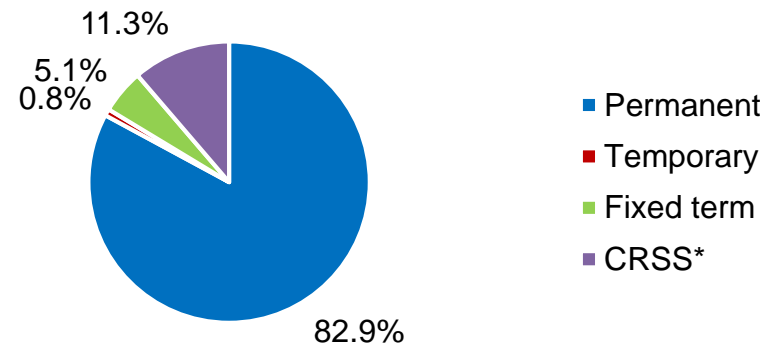
Directorates: Staff by Contact Type (Grouped)

Directorates	Permanent Mar-22	Permanent Mar-23	Temporary Mar-22	Temporary Mar-23	Fixed-Term Mar-22	Fixed-Term Mar-23	CRSS* Mar-22	CRSS* Mar-23
ASCH	88.6%	**90.0%**	0.9%	**0.5%**	2.9%	**2.3%**	7.5%	**7.2%**
CED		**86.9%**		**0.8%**		**11.7%**		**0.6%**
CYPE	80.2%	**81.0%**	0.6%	**1.0%**	5.3%	**4.2%**	13.9%	**13.8%**
DCED		**93.2%**		**1.1%**		**5.8%**		**0.0%**
GET	78.1%	**79.9%**	0.6%	**0.4%**	5.2%	**3.8%**	16.1%	**15.9%**
ST	88.3%		1.3%		9.9%		0.5%	

*CRSS = Casual Relief, Sessional & Supply staff.

Adults Social Care and Health

0.5% 2.3% 7.2% 90.0%

Permanent Temporary Fixed-term CRSS

Chief Executives Department

11.7% 0.6% 0.8% 86.9%

Permanent Temporary Fixed-term CRSS
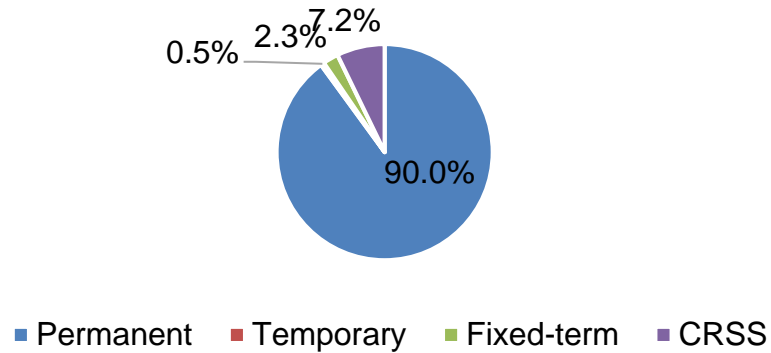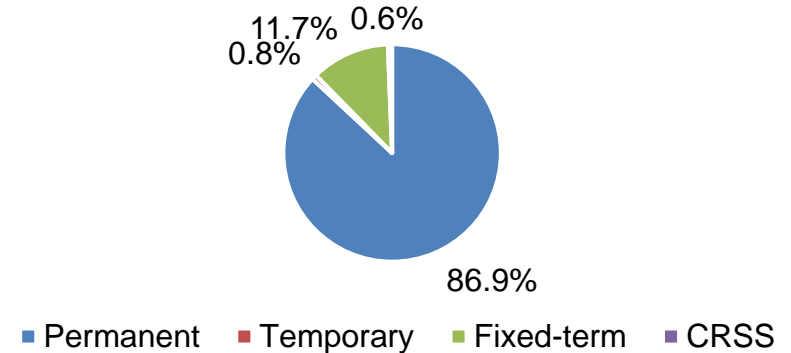
Children, Young People and Education

13.8%

4.2%

1.0%

81.0%

■ Permanent ■ Temporary ■ Fixed-term ■ CRSS
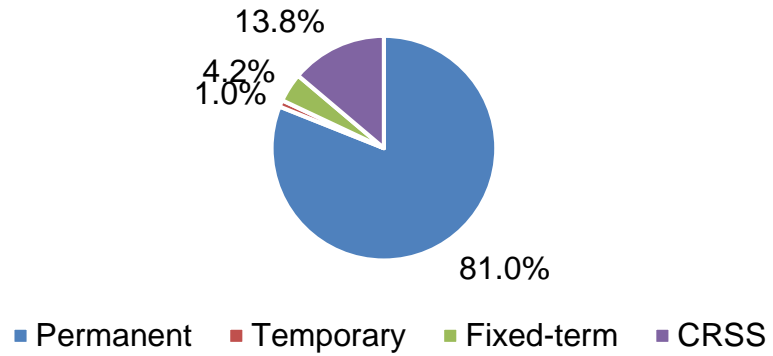
Deputy Chief Executives Department

1.1% 5.8% 0.0%

93.2%

■ Permanent ■ Temporary ■ Fixed-term ■ CRSS
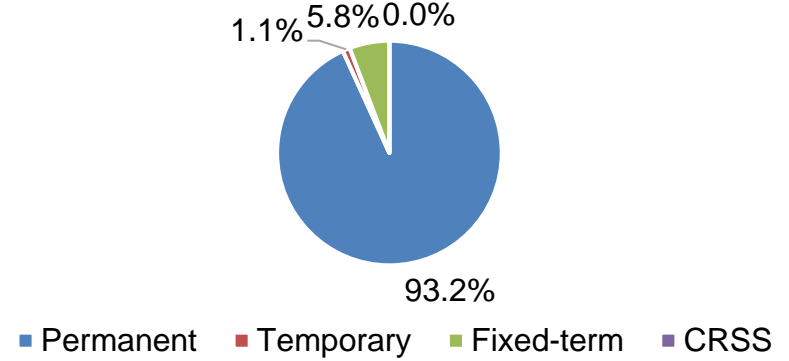
Growth, Environment and Transport

15.9%

3.8%

0.4%

79.9%

■ Permanent ■ Temporary ■ Fixed-term ■ CRSS
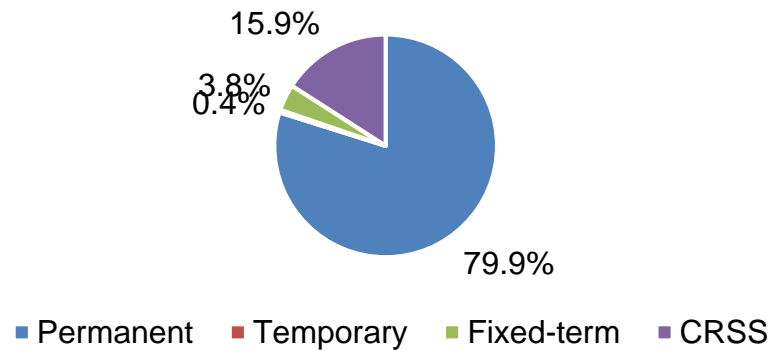
*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 3 – Equalities

Non-Schools Workforce (excluding CRSS*)

	All Staff Mar-22	All Staff Mar-23	Leadership Group Mar-22	Leadership Group Mar-23	Kent County - 2011 Census	Kent County - 2021 Census
Female	79.3%	**79.6%**	60.7%	**61.7%**	51.1%	51.2%
Black Asian and Minority Ethnic	8.3%	**8.2%**	6.8%	**5.8%**	6.3%	10.6%
Disabled	4.4%	**5.1%**	4.6%	**4.7%**	17.6%	17.8%
Faith/Religion	46.0%	**45.6%**	45.0%	**43.0%**	66.0%	53.4%
LGBQ+	2.9%	**3.3%**	1.9%	**2.6%**		2.7%
Transgender	0.5%	**0.4%**	0.5%	**0.3%**		0.2%
aged 25 and under	7.5%	**6.7%**	0.0%	**0.3%**		
aged 30 and under	16.6%	**15.7%**	0.5%	**1.0%**		
aged 31 - 49	42.9%	**42.7%**	46.3%	**45.1%**		
aged 50 and over	40.5%	**41.6%**	53.1%	**53.8%**		
aged 65 and over	4.3%	**4.7%**	2.2%	**3.1%**		

Directorates: All Staff (excluding CRSS*) - March 2023

Directorate	Female Mar-23	Black, Asian and Minority Ethnic Mar-23	Disabled Mar-23	LGBQ+ Mar-23	Faith Mar-23	Transgender Mar-23
ASCH	85.8%	10.7%	5.0%	3.2%	48.6%	0.5%
CED	74.8%	7.8%	5.1%	4.4%	37.1%	0.4%
CYPE	86.8%	8.9%	4.9%	3.5%	47.0%	0.3%
DCED	66.8%	6.3%	5.8%	1.6%	37.4%	0.0%
GET	63.4%	4.4%	5.2%	2.8%	44.7%	0.5%

*CRSS = Casual Relief, Sessional & Supply staff.

Directorates: Leadership Group (excluding CRSS*) - March 2023

Directorate	Female Mar-23	Black, Asian and Minority Ethnic Mar-23	Disabled Mar-23	LGBQ+ Mar-23	Faith Mar-23	Transgender Mar-23
ASCH	75.4%	7.0%	5.3%	5.3%	54.4%	1.8%
CED	60.4%	5.5%	4.4%	2.2%	38.5%	0.0%
CYPE	67.4%	6.8%	3.8%	3.0%	39.4%	0.0%
DCED	61.9%	4.8%	9.5%	0.0%	47.6%	0.0%
GET	37.3%	3.4%	3.4%	1.7%	44.1%	0.0%

Directorates: All staff (excluding CRSS*) - March 2023

Directorate	Aged 25 and Under	Aged 30 and under	Aged 50 and over	Aged 65 and over
ASCH	4.3%	12.9%	46.2%	5.2%
CED	9.6%	22.4%	28.6%	1.0%
CYPE	7.4%	16.9%	37.1%	3.3%
DCED	6.0%	11.8%	45.5%	5.0%
GET	7.6%	15.1%	48.3%	7.8%

Directorates: Leadership Group (excluding CRSS*) - March 2023

Directorate	Aged 25 and Under	Aged 30 and under	Aged 50 and over	Aged 65 and over
ASCH	0.0%	1.8%	64.9%	3.5%
CED	0.0%	2.2%	40.7%	0.0%

			0.0%	0.0%	54.5%	5.3%
CYPE			0.0%	0.0%	54.5%	5.3%
DCED			2.4%	2.4%	59.5%	2.4%
GET			0.0%	0.0%	57.6%	3.4%

CRSS = Casual, Relief, Sessional and Supply staff.
Leadership Group = staff with a minimum salary of £55,556 (equivalent to minimum of KR13)

Appendix 4 – Salaries

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

Grade	Count Mar-22	Mar-22 %	Count Mar-23	Mar-23 %
KR6 & Below	3,234	37.0%	3,165	35.9%
KR7-9	3,312	37.9%	3,380	38.3%
KR10-13	2,013	23.0%	2,098	23.8%
KR14-15	141	1.6%	147	1.7%
KR16 & Above	37	0.4%	35	0.4%
Total	**8,737**	**100.0%**	**8,825**	**100.0%**

Non-Schools Workforce: Mar-23 Staff by Salary Band

- KR6 & Below — 35.9%
- KR7-9 — 38.3%
- KR10-13 — 23.8%
- KR14-15 — 1.7%
- KR16 & Above — 0.4%
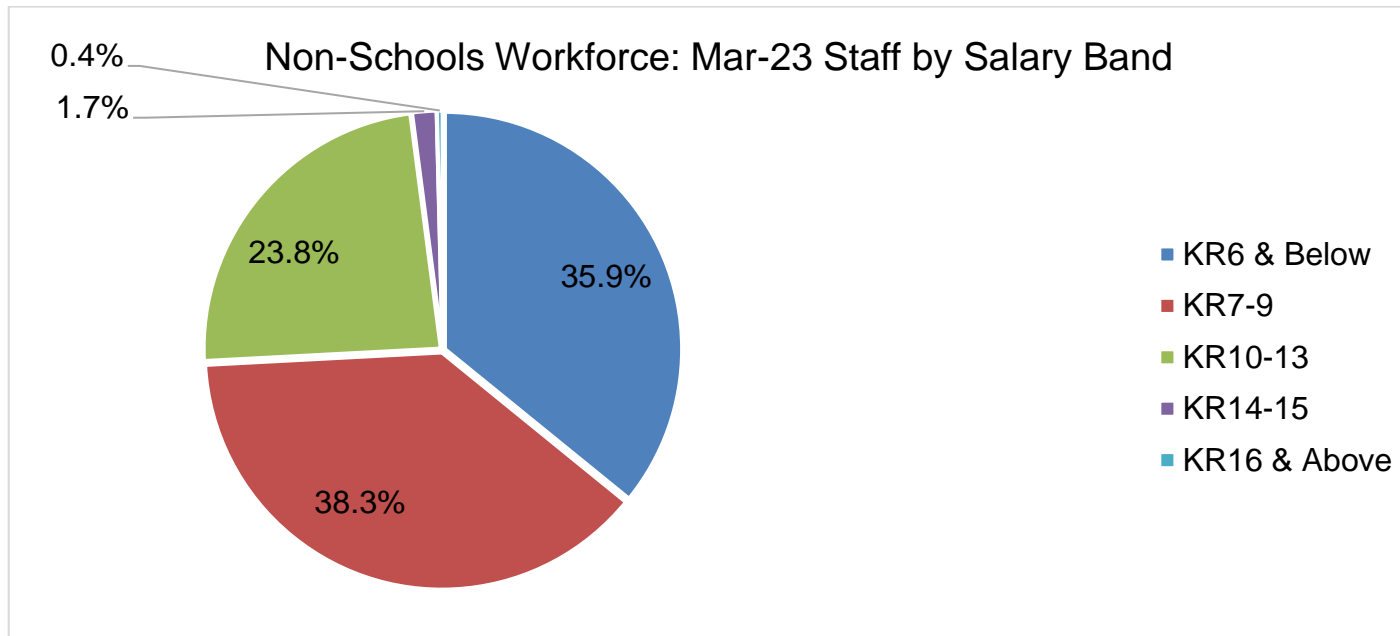
Directorates: Staff by Salary Band (all staff on Kent Range grades)

Grade	ASCH Mar-22	ASCH Mar-23	CED Mar-22	CED Mar-23	CYPE Mar-22	CYPE Mar-23	GET Mar-22	GET Mar-23	DCED Mar-22	DCED Mar-23	ST Mar-22
KR6 & Below	45.3%	**43.5%**		**20.9%**	28.2%	**28.8%**	51.3%	**48.2%**		**14.7%**	17.0%
KR7-9	36.7%	**37.2%**		**34.5%**	45.0%	**44.7%**	30.8%	**33.0%**		**23.3%**	31.3%
KR10-13	17.2%	**18.5%**		**39.7%**	24.6%	**24.2%**	16.8%	**17.6%**		**54.9%**	45.3%
KR14-15	0.4%	**0.5%**		**3.5%**	2.1%	**2.1%**	0.8%	**0.9%**		**5.8%**	4.8%
KR16 & above	0.4%	**0.4%**		**1.4%**	0.2%	**0.1%**	0.3%	**0.3%**		**1.4%**	1.7%
Total	100.0%	**100.0%**		**100.0%**	100.0%	**100.0%**	100.0%	**100.0%**		**100.0%**	100.0%

Based on staff with 'KR' in grade name (excluding CRSS* staff).
*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 5 – Recruitment

Disability Summary

	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired
Disabled	2,267	444	139	1888	737	144
Not Disabled	31,180	5,266	1,940	25317	7894	1668
Chose not to declare	52	46	14	1031	259	34
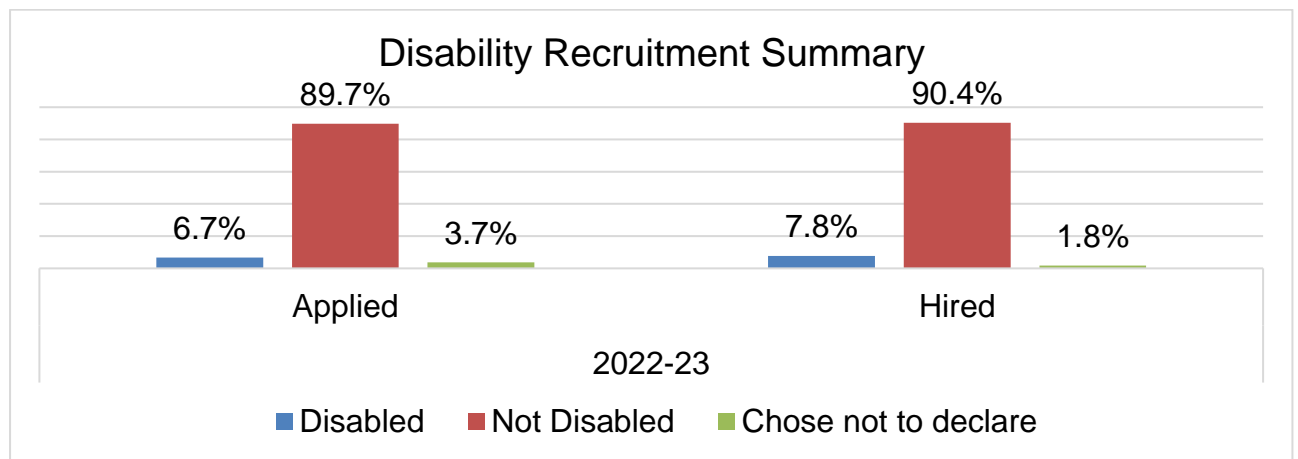
Black, Asian and Minority Ethnic Summary

	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired
Black, Asian, Minority Ethnic	8,225	1,078	269	7,254	1,989	238
White	23,228	4,256	1,621	17,890	6,085	1,439
Chose not to declare	2,046	422	203	3,092	816	169

Black, Asian and Minority Ethnic Recruitment Summary

Applied: Black, Asian, Minority Ethnic 25.7%, White 63.4%, Chose not to declare 11.0%
Hired: Black, Asian, Minority Ethnic 12.9%, White 78.0%, Chose not to declare 9.2%

2022-23

Legend: ■ Black, Asian, Minority Ethnic ■ White ■ Chose not to declare
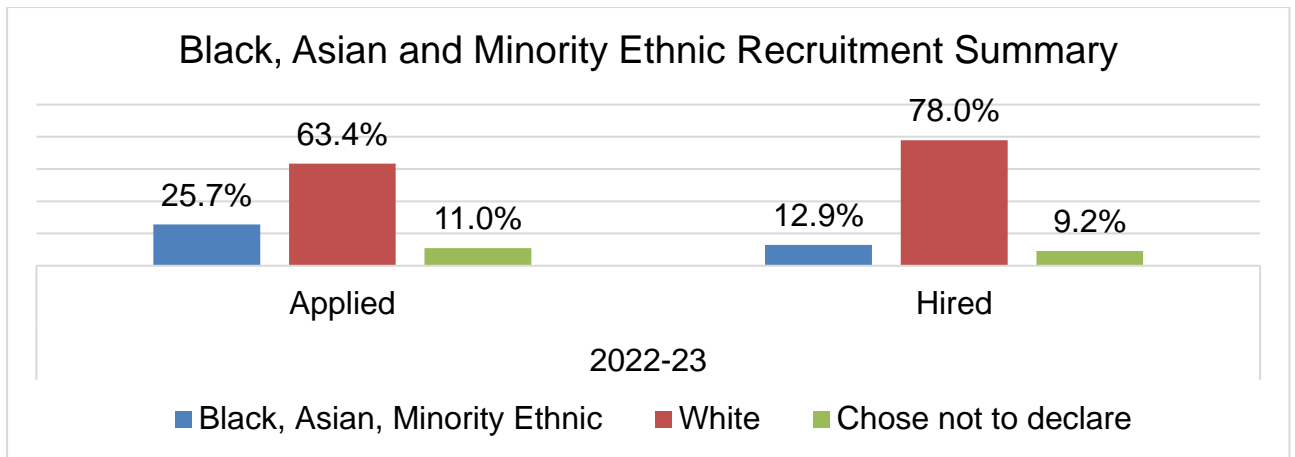
Gender Summary

	2020-21 Applied	2020-21 Shortlisted	2020-21 Hired	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired
Female	23,404	4,165	1,516	17,266	5,918	1,374
Male	8,583	1,236	399	8,456	2,352	334
Chose not to declare	1,512	355	178	2,514	620	138

Gender Recruitment Summary

Applied: Female 61.1%, Male 29.9%, Chose not to declare 8.9%
Hired: Female 74.4%, Male 18.1%, Chose not to declare 7.5%

2022-23

Legend: ■ Female ■ Male ■ Chose not to declare
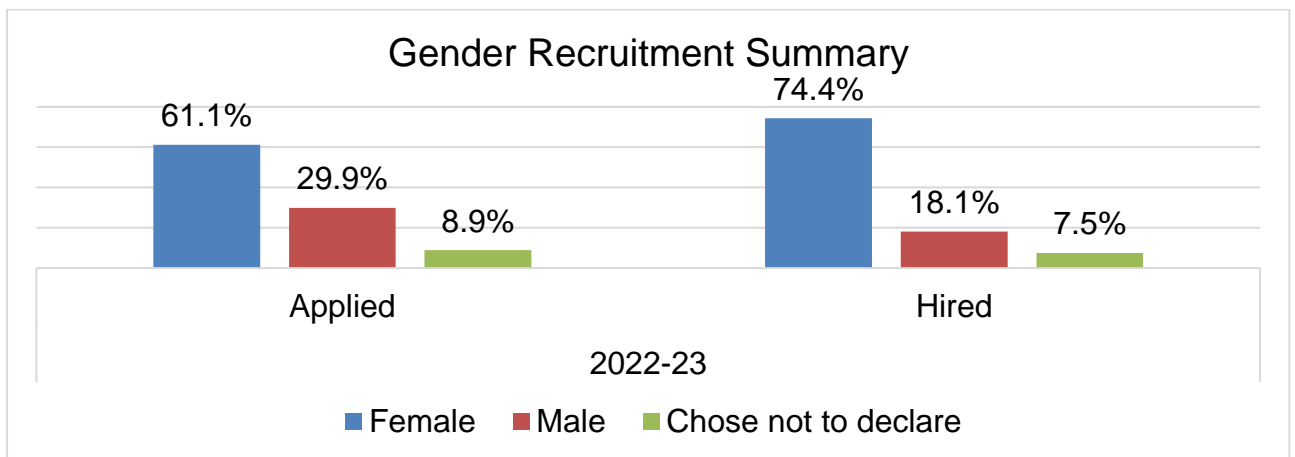
Faith/Religion Summary

	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired
Faith/Religion	15,432	2,590	909	**13,388**	**4,174**	**779**
No Faith/Religion	14,854	2,531	911	**10,899**	**3,617**	**818**
Chose not to declare	3,213	635	273	**3,949**	**1,099**	**249**

Faith/Religion Recruitment Summary

2022-23

- Faith — Applied: 47.4%, Hired: 42.2%
- No Faith — Applied: 38.6%, Hired: 44.3%
- Chose not to declare — Applied: 14.0%, Hired: 13.5%

Legend: ■ Faith ■ No Faith ■ Chose not to declare
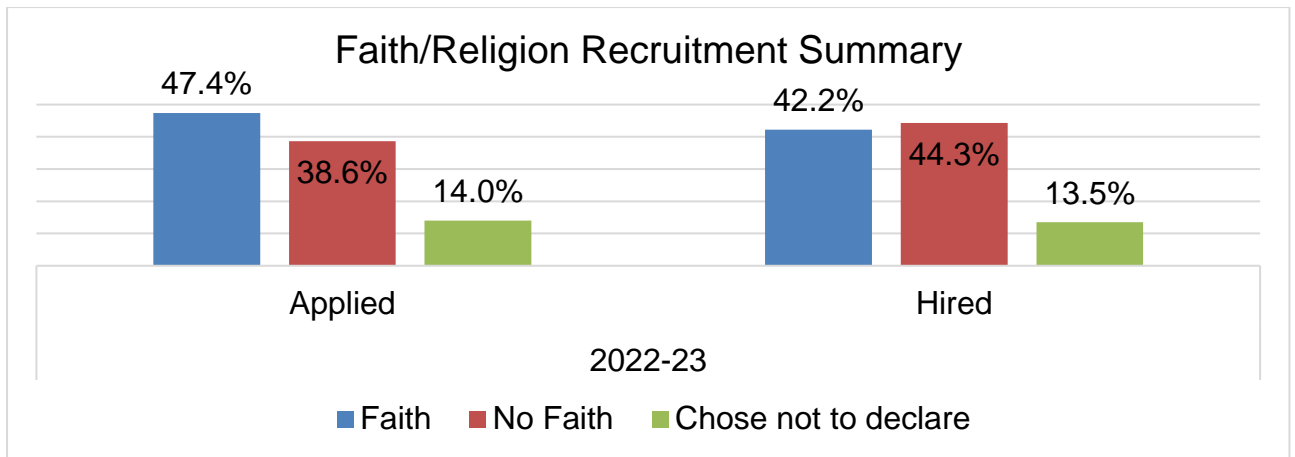
Sexual Orientation Summary

	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired
Heterosexual	27,976	4,770	1,687	22,184	7,151	1,479
LGBQ+	2,002	303	110	1,720	568	111
Chose not to declare	3,521	683	296	4,332	1,171	256

Sexual Orientation Recruitment Summary

2022-23

- Heterosexual — Applied: 78.6%, Hired: 80.1%
- LGBQ+ — Applied: 6.1%, Hired: 6.0%
- Chose not to declare — Applied: 15.3%, Hired: 13.9%

Legend: ■ Heterosexual ■ LGBQ+ ■ Chose not to declare
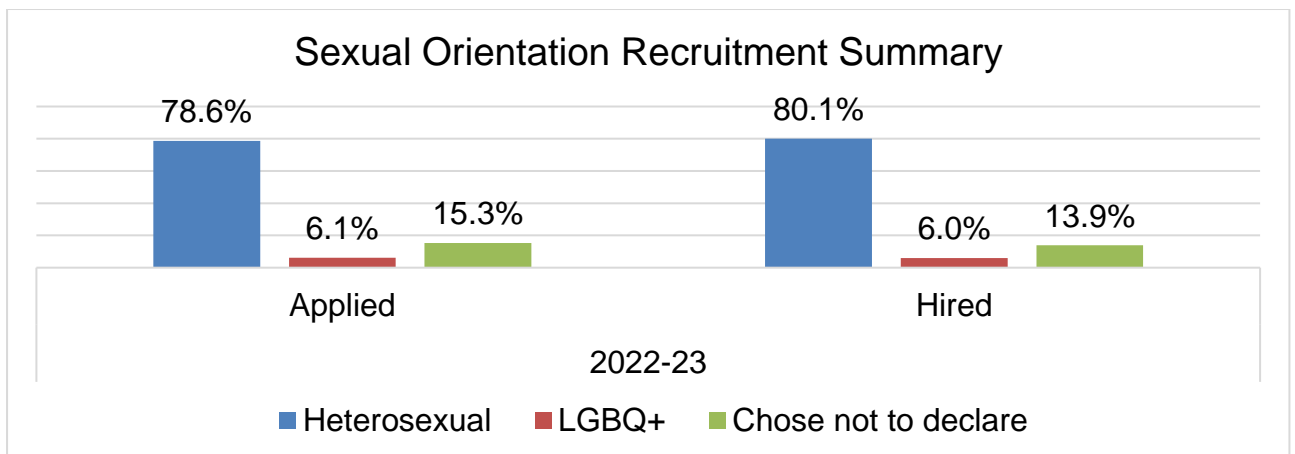
Transgender Summary

	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired
Transgender	128	23	8	169	54	4
Cisgender	31,430	5,320	1,883	25,158	8,091	1,677
Chose not to declare	429	58	24	2,909	745	165

Transgender Summary

2022-23

■ Transgender ■ Cisgender ■ Chose not to declare

Applied: Transgender 0.6%, Cisgender 89.1%, Chose not to declare 10.3%
Hired: Transgender 0.2%, Cisgender 90.8%, Chose not to declare 8.9%
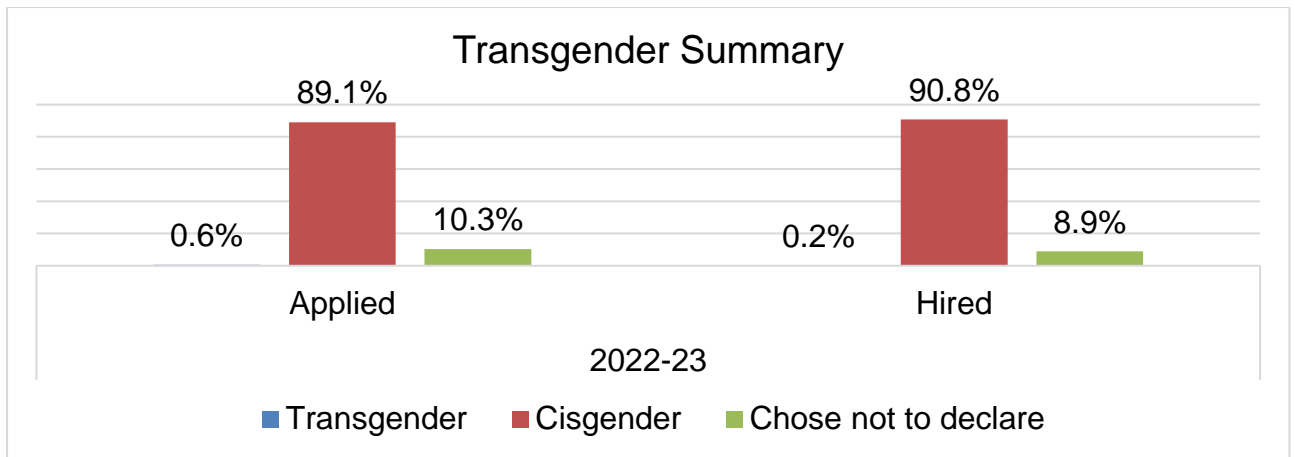
Age Summary

	2021-22 Applied	2021-22 Shortlisted	2021-22 Hired	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired
25 and under	7,810	985	387	5,477	1,639	320
26 - 35	8,888	1,376	456	7,839	2,332	439
36 - 45	6,804	1,287	472	5,909	1,958	411
46 - 55	5,474	1,098	386	4,119	1,476	349
56 - 65	2,376	529	166	1,886	690	142
over 65	106	20	13	116	39	17
Chose not to declare	2,041	461	213	2,890	756	168

Age Recruitment Summary

2022-23

■ 25 and under ■ 26 - 35 ■ 36 - 45 ■ 46 - 55 ■ 56 - 65 ■ over 65 ■ Chose not to declare

Applied: 25 and under 19.4%, 26-35 27.8%, 36-45 20.9%, 46-55 14.6%, 56-65 6.7%, over 65 0.4%, Chose not to declare 10.2%
Hired: 25 and under 17.3%, 26-35 23.8%, 36-45 22.3%, 46-55 18.9%, 56-65 7.7%, over 65 0.9%, Chose not to declare 9.1%
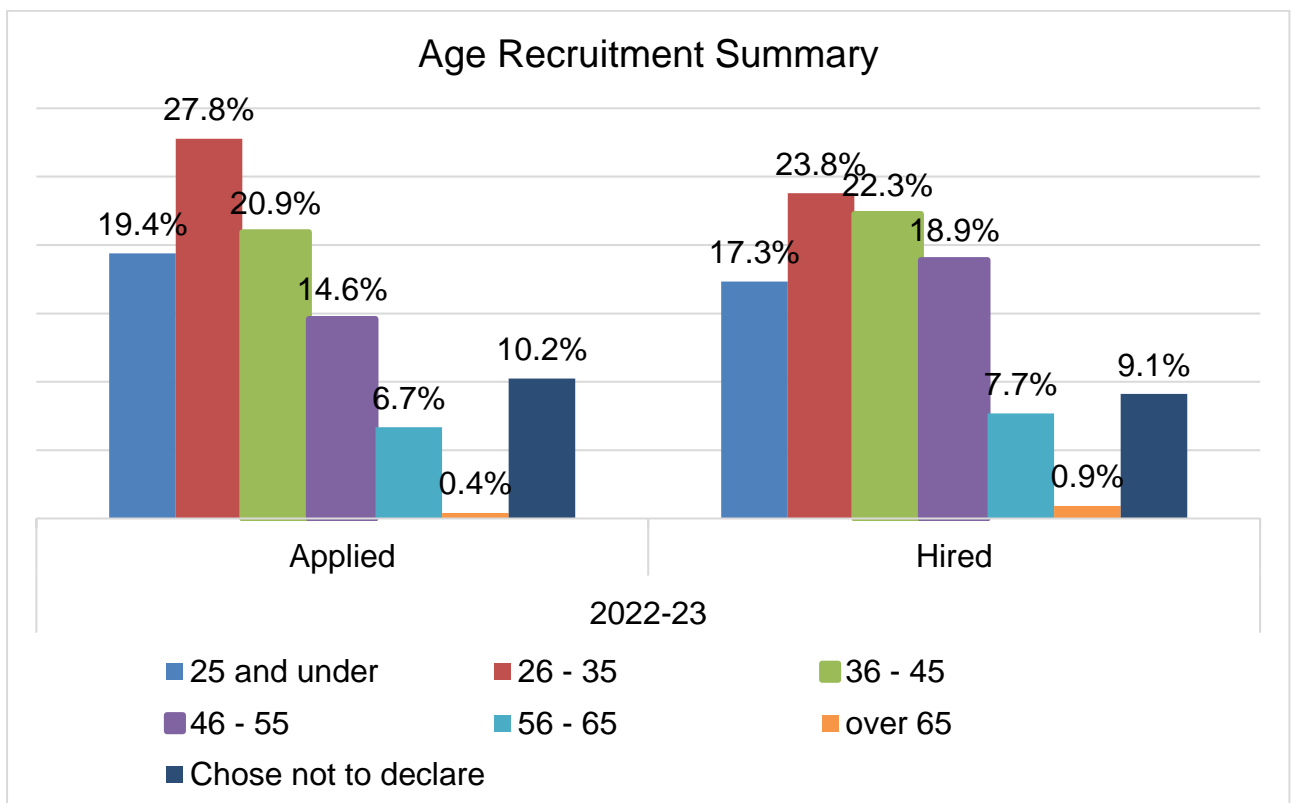
Appendix 6 - Sickness

Non-schools workforce: Sickness levels
(Mar-18 to Mar-23 12 month rolling average)
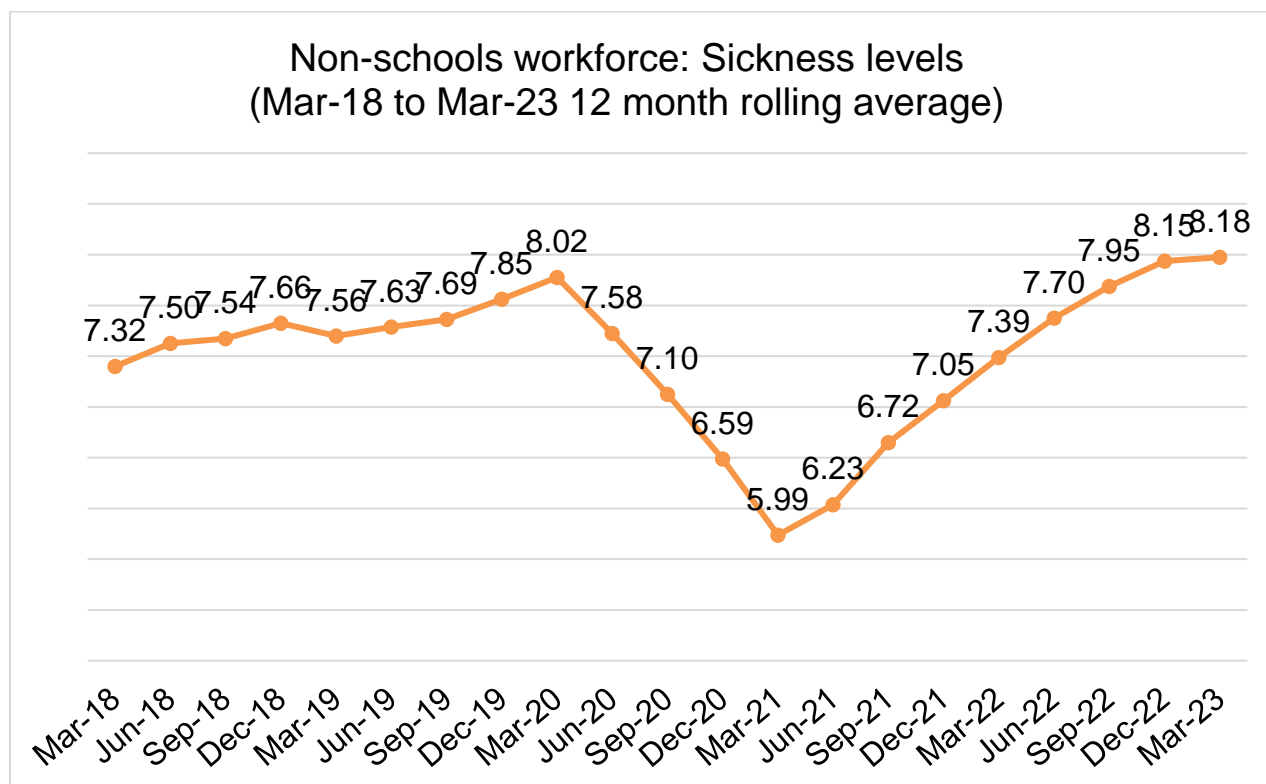
Non-Schools Workforce: Sickness Levels

Month	Days lost per FTE in month	12 month rolling average
Mar-18	0.66	7.32
Jun-18	0.6	7.50
Sep-18	0.56	7.54
Dec-18	0.62	7.66
Mar-19	0.63	7.56
Jun-19	0.53	7.63
Sep-19	0.59	7.69
Dec-19	0.75	7.85
Mar-20	0.71	8.02
Jun-20	0.45	7.58
Sep-20	0.49	7.10
Dec-20	0.63	6.59
Mar-21	0.51	5.99
Jun-21	0.54	6.23
Sep-21	0.62	6.72
Dec-21	0.71	7.05
Mar-22	0.75	7.39

Jun-22	0.60	7.70
Sep-22	0.71	7.95
Dec-22	0.78	8.15
Mar-23	0.67	8.18

Directorates: Sickness Days Lost per FTE

Directorates Monthly Sickness Levels: Days Lost per FTE

Directorate	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	TOTAL
ASCH	0.88	0.84	0.89	1.00	0.94	0.94	0.96	1.05	1.14	0.99	0.99	1.06	**11.65**
CED				0.39	0.31	0.26	0.31	0.50	0.52	0.39	0.43	0.14	**3.23**
CYPE	0.60	0.57	0.55	0.66	0.63	0.74	0.72	0.74	0.70	0.66	0.60	0.61	**7.79**
DCED				0.40	0.46	0.33	0.42	0.53	0.49	0.32	0.25	0.12	**3.28**
GET	0.48	0.44	0.44	0.58	0.59	0.59	0.53	0.57	0.59	0.42	0.54	0.48	**6.25**
ST	0.39	0.29	0.31										**1.23**

Appendix 7 – Agency Staff

Non-Schools Workforce: Agency Staff

	2019-20	2020-21	2021-22	2022-23 including COVID	2022-23 excluding COVID
Count of agency staff at year end	365	1165	416	436	
Spend in year	£16,777,863	£18,831,166	£20,726,784	£30,142,997	£29,712,090
Staffing budget for year	£316,287,162	£315,156,195	£323,108,207	£341,754,762	£340,120,463
Agency spend in year as % of staffing budget	5.3%	5.6%	6.0%	8.1%	8.0%

Non-School Workforce: Count of Agency Staff
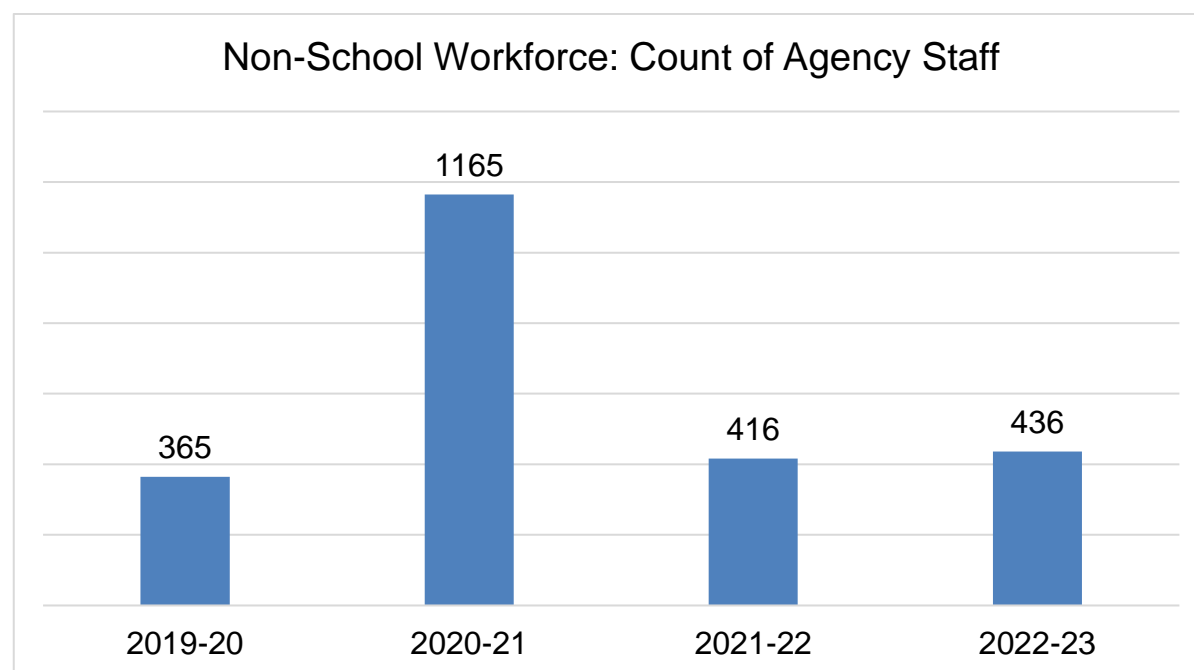
Directorates: Agency Staff

Directorates	2018-19	2019-20	2020-21	2021-22	2022-23
ASCH	67	45	41	41	49
CYPE	196	260	257	273	303
GET	38	27	42	24	32
ST	34	33	825	78	52
Total	**335**	**365**	**1165**	**416**	**436**

Appendix 8 – Turnover

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

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Including CRSS	15.6%	16.0%	16.0%	16.4%	16.6%	16.8%	16.7%	16.6%	16.5%	16.1%	16.1%	16.0%
Excluding CRSS	14.6%	15.1%	15.1%	15.4%	15.7%	15.8%	15.7%	15.6%	15.6%	15.2%	15.2%	15.1%
Excluding CRSS and excluding Compulsory*	14.4%	15.0%	14.9%	15.2%	15.5%	15.6%	15.6%	15.5%	15.5%	15.1%	15.1%	15.0%

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

Non-Schools Workforce: Turnover (12 Month Rolling Average)

Legend:
— Including CRSS
— Excluding CRSS
— Excluding CRSS and excluding Compulsory*

Including CRSS values: 15.6%, 16.0%, 16.0%, 16.4%, 16.6%, 16.8%, 16.7%, 16.6%, 16.5%, 16.1%, 16.1%, 16.0%

Excluding CRSS values: 14.6%, 15.1%, 15.1%, 15.4%, 15.7%, 15.8%, 15.7%, 15.6%, 15.6%, 15.2%, 15.2%, 15.1%

Excluding CRSS and excluding Compulsory* values: 14.4%, 15.0%, 14.9%, 15.2%, 15.5%, 15.6%, 15.6%, 15.5%, 15.5%, 15.1%, 15.1%, 15.0%
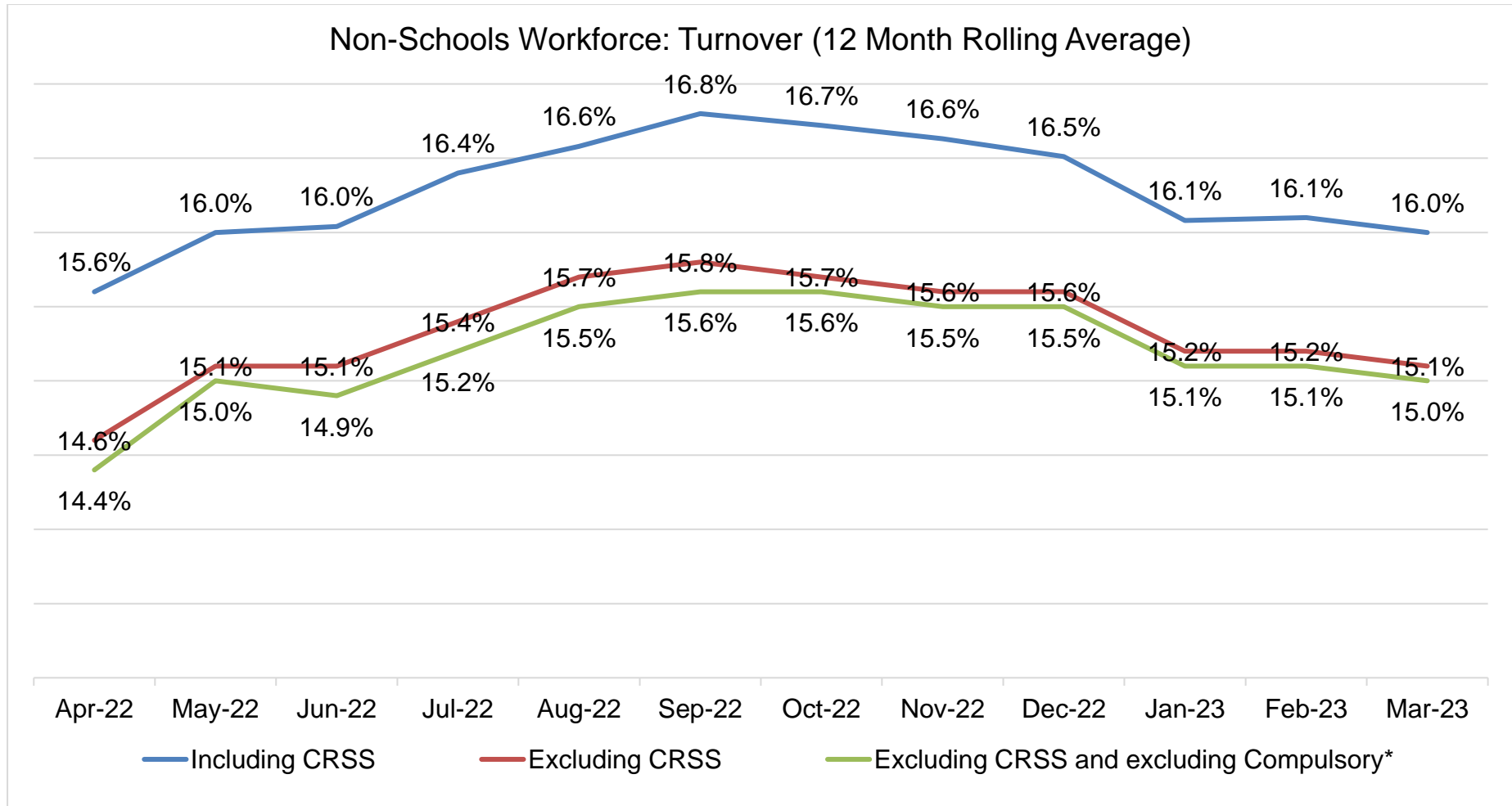
Directorates: Turnover (12 Month Rolling Average – Including CRSS Staff)

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
ASCH	15.1%	15.6%	15.3%	15.7%	15.6%	15.7%	15.5%	15.2%	15.5%	15.4%	15.9%	16.0%

CED												
CYPE	17.1%	17.9%	18.2%	18.5%	18.9%	19.4%	19.3%	19.2%	18.9%	18.4%	18.1%	18.3%
DCED												
GET	14.9%	15.1%	15.2%	15.9%	16.0%	16.2%	16.1%	16.4%	16.1%	15.8%	16.1%	15.4%
ST	12.4%	12.2%	12.2%									

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

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
ASCH	14.3%	14.6%	14.3%	14.5%	14.6%	14.5%	14.7%	14.6%	14.9%	14.8%	15.3%	15.4%
CED												
CYPE	16.7%	17.5%	17.6%	17.8%	18.3%	18.6%	18.4%	18.2%	17.8%	17.5%	17.1%	17.4%
DCED												
GET	12.7%	13.4%	13.6%	14.3%	14.6%	14.6%	14.6%	15.0%	15.0%	14.4%	14.6%	13.8%
ST	12.2%	12.1%	12.0%									

Appendix 9 – Leavers Listed by Leaving Reason

Leaving Reason	Grouping	Total
Resignation - New Employment	Resignation	537
Resignation - Other	Resignation	357
Retirement - Normal	Retirement	104
End of Fixed Term Contract	Other	103
Resignation - Personal /Domestic Reasons	Resignation	101
Resignation - Career Development	Resignation	52
Mutual Termination	Other	29
PR/Casual - Not Claimed in the last 12 months	Other	29
Unknown	Other	27
Contract Terminated within Probation	Dismissal	20
Resignation - Pay	Resignation	19
Deceased	Other	16
Resignation - Competition from other employers	Resignation	15
Resignation - Nature of Work	Resignation	14
End of Temporary Contract	Other	10
Termination of Supply/Sessional Staff	Dismissal	10
Dismissal - Conduct	Dismissal	9
Resignation - Conditions of employment	Resignation	9
Voluntary Early Retirement	Retirement	8
Compulsory Redundancy	Redundancy	6
Early Retirement - Ill Health (Tier 1)	Retirement	6
Dismissal - SOSR	Dismissal	5
Early Retirement - Efficiency of the Service	Retirement	5
Resignation - During formal process	Resignation	5
Voluntary Redundancy	Redundancy	3
Dismissal - Capability - Performance	Dismissal	3
Dismissal - Capability - Statutory Prohibition/Ban	Dismissal	2
Early Retirement - Ill Health (Tier 2)	Retirement	1
Dismissal - Capability Health	Dismissal	1
Second Retirement	Retirement	1
School no longer buys SPS	Other	1
Blank	Other	0
Early Retirement - Ill Health (Tier 3)	Retirement	0
TUPE Transfer	Transfer	0
Do Not Use Employee Transfer	Transfer	0
Do Not Use Gross Misconduct	Dismissal	0
School Closing	Redundancy	0
School moving to Academy Status	Transfer	0
Total number of leavers		**1508**

Grouping	Count	Proportion
Dismissal	50	3.3%
Redundancy	9	0.6%
Resignation	1109	73.5%
Retirement	125	8.3%
Transfer	0	0.0%
Other	215	14.3%
Total	**1508**	

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

Appendix 10 – Schools

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

4.2   Current staffing levels (Maintained schools that purchase HR services from KCC)
2022-23 saw an increase in the number of staff in schools to 10,390 FTE (+80 when compared to March 2021). The headcount in schools fell by 34. If CRSS staff are excluded from the headcount figures, the headcount increased to 14,512 (+64).

4.3   The School Workforce Census
The annual census of all Local Authority schools, the School Workforce Census (SWC) took place in November 2022 and showed that there were 304 schools in Kent, comprising of 259 Primary schools, 24 Secondary schools (inc. 5 PRUs) and 21 Special schools.

Between December 2021 and November 2022, 9 schools left KCC to adopt Academy status of these 6 were Primary and 3 Secondary schools.

During the period 1 September 2021 to 31 August 2022 a total of 106,252 days were lost due to sickness by school-based staff, of which 29,990 of these were taken by teaching staff.

Schools Workforce: Staffing Levels

	Mar-20	Mar-21	Mar-22	Mar-23	Change Mar-22 to Mar-23	% Mar-22 to Mar-23
Contract Count	19,501	19,104	19,063	19,008	-55	-0.29%
Headcount (inc. CRSS*)	16,018	15,729	15,584	15,550	-34	-0.22%
Headcount (exc. CRSS*)	14,819	14,575	14,448	14,512	64	0.44%
FTE	10,368.10	10,322.10	10,309.80	10,390	80	0.78%

Schools Staffing Levels
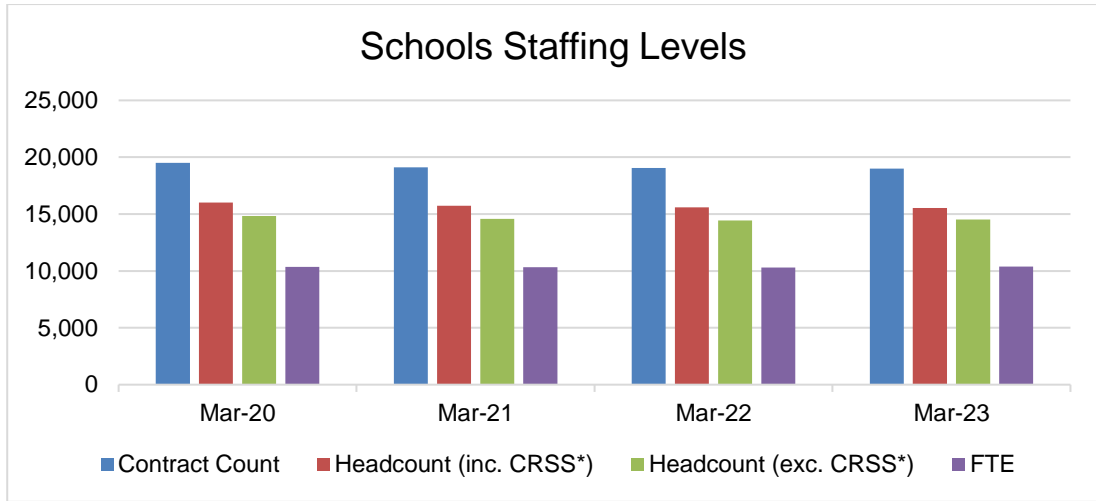
*CRSS = Casual Relief, Sessional & Supply staff.

By: Shellina Prendergast – Cabinet Member for
Communications and People
Paul Royel – Director of HR & OD

To: Personnel Committee

Date: 15 June 2023

Subject: People Strategy 2022 to 2027 – Evaluation

Classification: Unrestricted

Summary: This paper introduces the first-year assessment of the People
Strategy, with an indication of activity that has been undertaken
within each of the core themes.

1. Introduction

1.1. The People Strategy has been designed to provide an overarching
strategic statement of intent and aspiration for KCC as an employer. At
its heart is the aim to be an inclusive employer and enable the best
possible performance from all our workforce.

1.2 The document is divided into three clear sections: our vision,
aspiration, and the roles we all play. There are the four core themes to
the Strategy:

- Maximising organisational capacity, capability, and
development

- Creating an environment for people to thrive

- Supporting our people as individuals

- Attracting, retaining, and maximising our talent

Each has an indication of what we believe this means and "how we will
get there".

1.3. As previously stated, during the design and development of the
strategy, it 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.

2. Measurement

2.1. In consideration of the length of the strategy it was always intended to
have a degree of flexibility in how assessment could be undertaken,
recognising the likelihood of changes in priorities and external factors

over the 5 years. However, the strategy contains an initial thirteen key performance indicators that provide a benchmark and insight into whether KCC as an employer is achieving its ambitions.

2.2. These thirteen along with the position as of 31st March 2023 are:

- KPI1 % of employees who believe KCC cares about the wellbeing of its staff **63.1%**

- KPI2 Average days lost to sickness **8.18 days per fte.**

- KPI3 % of employees who rate their engagement with KCC positively **63.6%**

- KPI4 % of higher TCP ratings **44.8%**

- KPI5 % of internal movement **51.8%**

- KPI6 voluntary turnover **13.3%**

- KPI7 % of employees who are satisfied with the total employment offer **55.9%**
- KPI8 % of employees who rated their manager positively **72.9%**
- KPI9 % of employees who feel they are able to access the right learning & development opportunities to support their role **74.9%**
- KPI10 % of employees who rate the culture of KCC positively **71.1%**
- KPI11 % of employees that see our values demonstrated in the way we operate **72%**
- KPI12 % of employees who rate inclusion and fair treatment in KCC positively **82%**
- KPI13 KCC workforce representation compared to Kent working population.

3. Achievements

There have been several achievements and development in the year, including the following:

- work to target key aspects of wellbeing including mental health. We have used targeted interventions that saw positive impacts in the teams involved but overall organisational levels are still high. There will be a range of things that play into this, including cost of living, so we have done work to help at least maintain the support for people. COVID continues to impact on time off and this is not something we can directly influence.

- In relation to our employment offer this year's pay award was significant and people continue to engage strongly with our learning and development offer

- Wellbeing: as well as mental health support, given the makeup of our workforce, we have been working on raising awareness about support for people experiencing the menopause

- Impact of managers and how they are seen by their staff continued to be positive which has been supported by our continued investment in developing leadership & management.

- Inclusive culture work is paying off, although there is still some room for improvement.

- Continued focus on the development of pathways into careers in KCC for people aged between 16 and 25 years.

- KCC's recruitment website, alongside the use of social media, has been further developed as part of our approach to attracting a range of diverse candidates and enhancing the effectiveness of our recruitment activity.

Attached as an Appendix to this summary report is the full and detailed analysis of the first year of the People Strategy.

4.   Recommendations

Personnel Committee are invited to,

4.1.   Note the progress of the People Strategy in its first year and the detailed analysis.

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Relevant Director: Paul Royel
Director of HR & OD
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Background documents: The People Strategy Report to Personnel Committee 25th January 2022 and the final versio of the 2022-27 document.

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People Strategy 2022-27

Annual Report 2022-23

1 People Strategy 2022-27

Annual Report 2022-23

As set out in the People Strategy 2022-27 this report will aim to provide a narrative on the activity and measurements against the core people strategy themes to enable evaluation of the ambition built up from the analysis of the outcomes and supporting actions. The measurement will help shape the engagement with staff, plan for the forthcoming year and will be openly reported. The key performance indicators will be reviewed each year and if necessary adjusted to reflect any change to KCC priorities or external factors.

How we will monitor measures:

- A Key Performance Indicators dashboard
- More detailed Management Information dashboards
- Baseline and benchmark position
- Monitor progress and direction of travel.

Contents

2   Themes and outcomes

2.1   Maximising organisational capacity, capability, and confidence

2.1.1 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.

KPI 1: % of employees who believe that KCC cares about the wellbeing of its staff:

63.1%

The Health and Wellbeing Strategy 2020-23 outlines a holistic approach to wellbeing covering four pillars: financial, mental, physical, and social. A comprehensive offer has continued to be provided to support workplace wellbeing with a focus around prevention of ill health, intervention, and provision of services to support staff.

Increasing wellbeing engagement with support available has been delivered through a range of supporting activities including focused communication to mark significant awareness days such as World Mental Health Day, Mental Health Awareness Week and menopause awareness, which included signposting to webinars, events, and resources. Communications were delivered on menopause, physical wellbeing and financial wellbeing including support for work such as the AVC scheme further detail can be found in outcome 2.2.3.

It is well known that poor financial wellbeing can have an impact on lower productivity and absenteeism in the workplace, and there is a recognition of the link with mental health. Enhancing the financial wellbeing offer to employees and improving access to financial advice for all KCC staff, including ethical savings and lending, supports our strategic aims to prevent ill health and for people to be supported to be well at work. A tender process for a financial support product was undertaken but, for various reasons, a decision was made to cease the procurement process.

Since the initial specification for the financial support product, resources and signposting on financial wellbeing has been enhanced on KNet, and Kent Rewards has introduced a new Wellbeing Hub which features financial education, further detail is included in outcome 2.2.3. The next phase of this activity will be to do a gap analysis on our current offer and explore whether existing partnerships can be maximised. Alongside this, further research will take place on what is available in the market to support workplace financial education.

The number of Kent Rewards members has increased by 1,381 and since March 2022, the Health and Wellbeing hub within Kent Rewards has seen a slight increase in the number of users/clicks accessing this resource.

KPI 2: Average days lost to staff sickness:

8.18

Despite high levels of employee engagement and having health and wellbeing initiatives in place to prevent ill health, overall sickness absence levels have been increasing over the last 3 years returning to pre-pandemic levels.

We recognise this will be influenced by both individuals taking responsibility for their own wellbeing, and factors that are within the organisations control such as such as workloads and the role of line manager.

KCC sickness data shows the top 5 sickness reasons across the organisation are Mental Health, Musculoskeletal, Covid 19, Stress and Gastrointestinal, all of which, with the exception of Mental Health, have increased from the previous year.

Whilst Mental Health sickness absence has decreased from 18,243 to 16,845 days lost, it remains the highest reason for sickness absence by days lost, and national evidence suggests mental health affects 1 in 4 people, with people experiencing stigma in the workplace.

We therefore have been delivering activities as part of the Mental Health at Work Commitment, which outlines the priorities for KCC to raise awareness of mental health problems, end mental health discrimination and reduce the stigma around mental health. These activities included targeted interventions to help teams with high mental health absence to ensure staff and managers get the right support, and signposting managers who have staff absent due to mental health to the guidance on mental health, good conversations, and the mental health KNet page. There have been repeated messages, including from leadership about the importance of and permission to prioritise mental health.

The targeted mental health sickness absence intervention pilot took place between January and June 2022 with 14 teams spanning all directorates across KCC, which were identified as having particularly high mental health sickness absence data (either high numbers of employees sick or days lost). This involved manager workshops and the use of a health and wellbeing diagnostic tool.

Having evaluated the pilot, sickness absence levels in those targeted teams saw an overall reduction and positive feedback was received from those involved. Recommendations have been put forward to build on this pilot and find an alternative, more sustainable approach to achieving the outcomes which will be taken forward over the coming year. For example, developing a wellbeing dashboard to enable managers to have access to more detailed data to proactively manage absence

Raising awareness of wellbeing support and resources has continued, through ongoing communication campaigns. This included marking awareness days such as Mental Health Awareness Week in May and World Mental Health Day in October, with the Mental Health Support Network hosting events open to all staff and promoting positive conversations about mental health. Further events have been promoted such the Best in Me webinars via the Kent & Medway Healthy Workplaces programme, and Mental Health Support sessions through our partnership with Maximus.

We have continued to provide training and development to equip managers and staff, which included e-learning and face to face training on mental health awareness, as targeted trauma informed coaching and mindfulness support. We have explored how the design and use of our office estate considers wellbeing, such as quiet spaces and spaces to socialise. And developed our recruitment website to promote positive mental wellbeing to attract prospective employees. This activity has been delivered KCC-wide.

Out of the mental health and wellbeing eLearning courses offered by learning and development, those with the highest uptake in 2022-23 were Personal Resilience, Mental Health Awareness and Unconscious Bias. There has been an increase in the uptake of Mental Health Awareness courses since 2021-22 which includes uptake of both the new and old course content. The biggest increase in uptake between 2021-22 and 2022-23 is Personal Resilience, with a 20% increase.

Employee uptake of the seminar events related to mental health has increased in 2022-23 compared to 2021-22. The course with the highest uptake was Developing Inclusive

Management Practice. There were 34 sessions for the Developing Inclusive Management Practice, which was the most sessions held for a seminar in 2022-23, this has likely contributed to it being the seminar with the largest attendance.

Whilst there has been increased engagement with wellbeing initiatives, staff continue to experience high levels of mental health absence, and therefore activity will be ongoing. Areas of priority for this year will be wider roll out of the health and wellbeing diagnostic tool to encourage discussions within teams on wellbeing, and making a dashboard available for managers which includes wellbeing data. There is a new Wellbeing hub on Kent Rewards which we intend to promote further, including exploring the financial wellbeing offer available. Work will take place to consider how wellbeing can be incorporated into Organisation Design, work planning and job design, and in change management processes. Further development and engagement activity will be explored, such as sessions with T200 managers to demystify managing mental health and raise awareness of the wellbeing diagnostic tool.

Between April 2022 and March 2023, work to increase awareness of menopause support was undertaken. Women make up approximately 80% of the workforce, with an average age of all staff at 45 years old, so there is a likelihood that some staff will be experiencing menopausal symptoms. We know that people experience a variety of symptoms, some of which can have an adverse effect on their physical and mental wellbeing. In addition, there has been increased media interest and dialogue in wider society about the menopause and reducing the stigma.

Menopause support is available on KNet, which includes information, signposting, webinars and manager guidance, webinars, and awareness sessions. The Mental Health Support Network ran an event for all staff on the topic of menopause, using an external speaker to run the session. Following interest from some staff members at one of the awareness sessions, a staff-led Menopause café was launched this year, which aims to provide an informal safe space to enable staff to share experiences and feel supported at work. Several Cafés were promoted via staff communications and DELTA, and there was a good level of engagement.

The intention is to continue to provide support to the Menopause Café, and to explore further tools and resources as required, as part of the wider wellbeing support.

Figures show the number of employees accessing the support line counselling service increased by 22 since 2021-22, going from 679 to 701. The number of referrals to KCCs Occupational Health service has increased by 23, from 830 in 2021-22 to 853 in 2022-23. This equates to approximately one referral per 11 employees. The total number of

workplace adjustments within KCC is at its highest level in December 2022, where there were 2,714 adjustments recorded on the Oracle HR system, an increase of 546 since the data was recorded in the previous December, which are potentially both preventative and reactive adjustments.

This year we will continue to deliver the strategic priorities, through continued campaign activity highlighting the priorities from the refreshed Health & Wellbeing Strategy alongside the ambitions as a Public Health authority. An alternative will be explored to replace the Kent & Medway Healthy Workplaces award to support our employer brand both internally and externally.

Based on the 22/23 sickness data, activity this year will also include a focus on Musculoskeletal health as this continues to be an issue for the organisation. Despite Covid-19 no longer being considered a pandemic, absence due to Covid remains similar to the previous year so this will need to be explored further.

Appendix 3.1.1 shows visualisations to support figures included above relating to this outcome.

2.1.2 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.

KPI 3: % of employees who rate their engagement with KCC positively:
63.6%

KPI 5: % of internal movement
51.8%

KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role:
74.9%

Organisation Development activity was identified to achieve an inclusive culture to lead to a range of outcomes and benefits including:

- To deepen the sharing between mentor and mentee so that:
  - senior leaders (mentees) understand the lived experience of the mentors (employees) with less hierarchical power and the impact it has on them.
  - the lived experience can inform strategic ED&I related decisions.
  - both mentors and mentees let go of assumptions about each other.
- To equip the mentors with mentoring capabilities
- To provide development for mentors
- To provide the conditions (psychological safety) for staff to speak up with confidence and courage.
- To provide a robust and transparent process for mentors and mentees to share their stories and diverse perspectives.
- To provide skills to hold the awkward conversations which lead to insight and progress in building inclusive cultures.

The 2022 staff survey report was compiled based on the results of 4,097 (exc. CRSS) respondents from a permanent or fixed/temporary contract. This compares to 3,735 (inc. CRSS) in 2021, and 4,298 in 2019. The 2020 survey was not completed due to Covid-19, but a series of four Work & Wellbeing surveys were conducted between June 2020 and July 2021.

The positive responses to the question in the staff survey topic area of Learning and Development: "KCC is committed to developing people" has changed significantly from 57.8 % to 55.0%, along with the positive responses to question "there are opportunities for me to develop my career within KCC" which also changed significantly from 51.7% to 48.8%.

The number of cases handled by the Human Resources team has decreased this year, going from 467 in 2021-22 to 446 in 2022-23 including Appeals and Appeals (dismissal), which equates to approximately less than 5% of KCC's workforce.

During 2022-23, 2,646 courses were taken on KCC's Leadership & Management Capabilities framework, which is 295 more than the previous year. Mandatory training compliance has increased from 80.4% to 86.6% in 2022-23. This year face to face courses delivered increased by 25, and eLearning completions reduced by 3,585.

Appendix 3.1.2 shows visualisations to support figures included above relating to this outcome.

2.2   Creating an environment for people to thrive

2.2.1   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 partner organisations for young people aged 16-25. This work will be supported through expert advice, guidance and supported development.

KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role:

74.9%

KPI 13: KCC workforce representation compared to **Kent working population** (Census 2021).
   a) Gender: Female **49.0%**
   b) Ethnicity: Black, Asian, and Minority Ethnic **11.6%**
   c) Disability: Disabled **15.7%**
   d) Religion: Faith **49.1%**
   e) Gender Reassignment: Transgender **0.5%** (16+ population)
   f) Age: 16 to 25 year olds **16%**
   g) Sexuality: LGBQ+ **2.9%** (16+ population)

KCC's workforce is reflective of the Kent population for some protected characteristics, and close in others (brackets shows the difference between the two populations:

   a) 79.2% (+30.2%)
   b) 8.9% (-2.8%)
   c) 4.9% (-10.8%)
   d) 45.2% (-3.9%)
   e) 0.5% (0%)
   f) 8.2% (-7.8%)
   g) 3.3% (+0.4%)

Workforce Development approaches for new entry points into the organisation aim to open opportunities for young people aged 16-25 to consider KCC as a first employer of choice and explore the potential for careers within the public sector. Opening these pathways, testing T Levels and Traineeships ensures that KCC can and will play its part in delivering for and on behalf of KCC.

The assessment of student experience was intended to examine what is happening for students on their 100 day, their experience of learning here, support offered and their understanding of expectations. There was a particular emphasis on the issues pertaining to inclusion to establish what, if any bias were present within our system. Subject Matter Experts, senior leaders and practice specialists were involved in the scoping of this work to ensure full alignment with the 6 Cs model and practice requirements. Preliminary findings ensured that immediate impact could be made by undertaking welcome events, opening research and learning and sharing stories regarding the senior leadership journey into social work. This has supported the integration of those students early on in their placement. Work will continue to embed the learning.

Entry points for 16-25 year olds have been tested and continue to be developed using the experience and insight from the apprenticeship activity. Traineeship Pilot with Kent Scientific Services has been successful and further work is in development. The Kickstart and Graduate Programmes have both been award winning this year and our apprenticeship activity continues to yield significant impacts with 99 completions this year and 224 Training Starts for the year. 2023 sees the second cohort of Social Work Degree Apprentices. In addition to apprenticeship development the ongoing Development of the Kent Academy and review of Student Experience means that we continue to support the ambitions of the organisation in terms of CPD for Social work and allied professions.

Evaluating the learning from highly successful Kickstart and Apprenticeship approaches has defined the programme of work for assessing and exploring post 16 entry points into KCC. Evaluation of the pilot in Kent Scientific Services will help to inform next steps and ongoing work with TEP and key providers will establish new approaches to supported internships. Student experience assessments will take on further development activity in the year ahead in order to assess the different entry points for social work students, the effectiveness, support mechanisms and the overall impact of Practice education on outcomes for students. The work on inclusion is being closely aligned with the whole KCC approach. The work driving the Kent Academy continues for CYPE with the goal of building on excellence and for ASCH with Pending CQC assessment to establish the impact of learning in support of the 'best we can be' approaches.

Recruitment data shows that during 2022-23, 19.4% of the population applying for a position within KCC were within the 25 and under age group. The same age group accounted for 17.3% of the successful hires. The ratios for the previous year showed the 25-and-under age group accounting for 23.3% of the applications, and 18.5% of the hires.

The positive responses to the group of questions in the staff survey on the topic of Learning and Development specifically completed by 16 to 25 year olds has improved, moving from 72% in 2021-22 to 75% in 2022-23.

The positive responses to the group of questions in the staff survey on the topic of Inclusion and Fair Treatment specifically completed by 16 to 25 year olds has remained consistent, moving from 88% in 2021-22 to 87% in 2022-23.

The number of employees aged 25 and under has decreased very slightly in 2022-23 to 8.23% of the workforce, previously at 8.67%. However, although slightly lower this year this is still higher than in 2020-21 where only 7.06% of KCCs workforce was within the age range of 16-25.

The 12-month rolling turnover of KCC employees aged 25 and under is currently at 34.5%, 4% higher than the same time last year but lower than mid-year, which showed September 2022 at 41.0%.

The proportion of KCC employees on active internal secondments has increased since last year, going from 3.09% to 3.13% in 2022-23. The ratio of those aged 25 and under on secondment has increased to 6.60% from 6.25%, however this is low compared to the 10.24% seen in 2019-20.

The number of employees starting on the apprenticeship levy increased from 177 in 2021-22 to 224 in 2022-23, 21% of these are aged 16 to 25.

Appendix 3.2.1 shows visualisations to support figures included above relating to this outcome.

2.2.2 Our people are well managed, and their talent nurtured as they 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.

KPI 4: % of higher TCP ratings
44.8%

The TCP process was supported this year, as well as supporting understanding and

awareness of the one-off change to TCP and pay award.

We also undertook awareness raising of reward and recognition processes and procedures through Manager communications.

KPI 6: voluntary turnover rate
13.3%

KPI 5: % of internal movement
51.8%

Skills for Growth was launched in November 2022 providing support for staff across the organisation. To date we have around 300 members of staff taking part in the programme, mandatory elements include inclusive cultures and growth mindset. Evaluation to date shows a very positive impact, both the individual and we have heard from managers of the difference it has back in the workplace.

The aim of the Unlocking Potential activity will deliver the following benefits and outcomes:

- To gain deeper insights from employees who are closer to day-to-day reality from across the organisation in order to inform strategy for improved quality experiences across the system:
    - By 'levelling the playing field' and creating the culture where people are invited to share their opinions based on their experiences and knowledge, rather than position or grade.
    - Unlocking the quality experiences, insight and wisdom across the organisation present, but often invisible, in the system
    - To maximise organisation learning across hierarchy and power dynamics
    - To provide the conditions for individuals to speak up with confidence in order to bring our values to life (Brave, Curious, Compassionate, Strong Together, Responsible)
    - To have the courage to influence and make a difference across the hierarchy.
    - To increase motivation, engagement, cohesion and collaboration
    - To increase the connectedness and open up channels of communication.
    - To equip the mentors with mentoring and stakeholder dialogue skills.

The number of employees on active internal secondments has slightly increased since last year and is continuing an upward trend from previous years, currently at 3.13%.

The Managing in KCC programme has seen 203 employees start and 185 completions this year. KCC's Future Manager Programme is a development opportunity for individuals who have the potential to take on a management role and is now adjusted to include the level 3 Team Leader/Supervisor apprenticeship standard and associated CMI qualification. During 2021-22 46 employees started the course and in 2022-23 42 employees started the course.

In 2022-23 144 graduates joined KCC as part of the Kent Graduate Programme, which is an increase of 59 compared to 2021-22 where 85 people joined the programme.

The number of Development Request Forms approved by Learning and Development for the year 2022-23 has increased by 239 to 502, the previous year was 263.

Two new questions to the 2022 staff survey regarding learning and development, received positive responses:

- I have the necessary skills and abilities to use the technology available to me (88.0%)
- I know how to access learning and development to grow my digital skills (87.0%).

Under the section My Plans for the Future of the staff survey, all four questions received a significant change to the positive response from the previous year:

- At the moment I don't have any plans to leave KCC (-5.1% to 64.3%)
- I want to leave KCC as soon as possible (-4.9% to 70.9%)
- I want to leave KCC within the next 12 months (-5.3% to 60.9%)
- I am actively pursuing opportunities outside of KCC (-4.8% to 62.5%)

A workforce planning tool has been created for managers to use to assess, on a holistic basis, their team/service/divisional/directorate workforce needs – now and for the future. This has been piloted in a number of areas across KCC and will be rolled out for universal use during the first quarter of 2023.
This involves looking at:
- Workforce profile
- Development needs
- Recruitment and retention
- Pay and Reward
- Organisation Design.

The data will inform and supplement a KCC wide approach to Strategic Workforce Planning, both in respect of identified common themes and specific organisational imperatives and requirements.

Appendix 3.2.2 shows visualisations to support figures included above relating to this outcome.

2.2.3   Kent County Council is an employer of choice

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.

KPI 7: % of employees who are satisfied with the total employment offer

55.9%

KPI 13: KCC workforce representation compared to **Kent working population** (Census 2021).
  a) Gender: Female **49.0%**
  b) Ethnicity: Black, Asian, and Minority Ethnic **11.6%**
  c) Disability: Disabled **15.7%**
  d) Religion: Faith **49.1%**
  e) Gender Reassignment: Transgender **0.5%** (16+ population)
  f) Age: 16 to 25 year olds **16%**
  g) Sexuality: LGBQ+ **2.9%** (16+ population)

KCC's workforce is reflective of the Kent population for some protected characteristics, and close in others (brackets shows the difference between the two populations:

  a) 79.2% (+30.2%)
  b) 8.9% (-2.8%)
  c) 4.9% (-10.8%)
  d) 45.2% (-3.9%)
  e) 0.5% (0%)
  f) 8.2% (-7.8%)
  g) 3.3% (+0.4%)

Support is provided to staff groups to enable them to fulfil their purpose in providing a safe space for members to discuss issues affecting minority groups, to work with KCC to eliminate discrimination and inequality and promote good practice. Ensuring we have employee voice in the delivery of our strategic objectives and advising on policy and practice is essential to enable KCC to be an inclusive employer and provider of services.

The strategy for staff groups was reviewed by CMT this year, which resulted in providing allocated time off to understand staff group activity for specific roles, agreement to a Staff Group Blueprint/Guide to include assessing the maturity of staff groups, and criteria to be applied in the formation of any new staff groups. This criterion was applied and resulted in the launch of the new Single Parents staff group to support staff who are single parents. The Staff Group Guide has been developed in conjunction with staff groups and is being promoted on KNet.

Staff groups continue to be supported with their action planning to ensure these are supportive of KCC priorities. Level Playing Field and Staff Ethnic Diversity Forum were supported with a change to the Chair role, and input has been given to support the promotion of the co-chair roles for Aspire and Mental Health Support Network.

The first CMT Open door with Aspire staff group took place in January 2023, and delivery of the actions CMT committed to are being supported by HR/OD.

Support to staff groups will continue to maximise their impact and encourage them to meet the organisations expectations. HR/OD will support them to develop action plans for the year to achieve the mature level outlined in the Staff Group guide. A further CMT open door is being planned with Rainbow in July 2023, and then other groups at regular intervals thereafter.

Although the rising cost of living will impact people differently, a large number of our employees are on lower grades or work part time and are likely to be impacted to a greater extent. There have been developments within the Employment Offer which are intended to assist. As a way of helping people save more for their retirement there has been a relaunch of the Additional Voluntary Contribution scheme, whereby people can add to their pension in a tax efficient way. This was done in a partnership arrangement with Internal Communications and our provider, AVC Wise. An awareness campaign and targeted messaging were coordinated. The engagement levels reached and the rise in active members were so good that AVC Wise now use our approach as an example of best practice for other clients.
The scheme has a benefit for the Council too as there are employer NI savings resulting from this scheme. The number of employees utilising the AVC scheme has increased from 241 to 416 in 2022-23.

We responded to feedback from staff with respect to the rising cost of fuel by introducing a more flexible mileage reimbursement procedure allowing an additional reclaim part

way through the month. This means that individuals are not out of pocket for so long and it is for a lesser amount.

We tendered for a new employee discount provider. Reward Gateway, our current provider won this contract and enhanced the provision we receive as part of the renegotiated contract. A new app-based feature makes it easier for people to access e-discounts even when standing in a queue waiting to pay. We have the facility to use their Wellbeing site, at no extra cost, and this complements our approach to help people help themselves. We continue to develop our Kent Rewards site as a hub for discounts, wellbeing and financial signposting etc. According to Reward Gateway, our level of engagement, measured by employee expenditure, is very high compared to other similar organisations.

Delivery of an agreed pay settlement as part of this year's local pay bargaining process was a major achievement, given it was during a period of national strikes and a difficult industrial relations climate. The award recognised the increasing National Living Wage (£10.42 from April) and prevailing inflationary rises which cause significant pay pressures, particularly for lower paid staff. The Kent Scheme pay increase to the lowest grade amounts to 10.4%. This also responded to the recently agreed national pay award (albeit that was for 2022 and therefore backdated). Included in the settlement was an enhancement of our leave provision by agreeing an additional day's leave for people who are not already receiving the maximum entitlement. This gives more people flexibility around leave as well as supporting the delivery of the Wellbeing agenda.

We have increased the pay for our Apprentices by increasing the minimum to £7.75 per hour and then moving to KR3 after 6 months (£11.04ph or £21,293pa). This also simplifies the apprentice pay arrangements and offers a fairer approach for our lowest paid staff.

There has been close working with Kent Analytics to develop a Power BI based dashboard which will enable a comprehensive and informative understanding of pay in terms of distribution as well as equality, diversity and inclusion.

Further activity will include assessing the receptiveness of the workforce to a salary sacrifice lease car scheme for ULEV and/or electric vehicles, which could result in a new employee benefit and help deliver towards the Green Agenda. We will use the functionality being developed for assessing pay equality to improve our systems and processed in an evidence-based way as well as continue the trajectory of the to build a more holistic approach to Financial Wellbeing within the wider Health & Wellbeing approach.

The 2022-23 equalities data for KCC shows that there has been an increase in the ratio of Black, Asian and Minority Ethnic employees, and employees with a disability, and employees with a sexual orientation of LGBQ+, all at their highest point over the last four years. The ratio of employees with a faith/religion has decreased very slightly, along with the ratio of employees who are transgender.

The gender pay gap (2022) for KCC is below the national average, 11.4% v 14.9% respectively for the mean. It is also lower than the figure for last year which stood at 12.2%. The median figure has also reduced to 12.6% from 18.0% previously. The pay gap is explained by the higher proportion of men in the upper middle and upper pay quartiles, although there is a higher proportion of women in all quartiles. KCC 2022-23 Gender Pay Gap Report.

The representation of females within the leadership group (KR13+) has increased since last year from 60.05% to 62.06%. Black, Asian, and Minority Ethnic representation within the group changed from 5.97% to 6.32% in 2022-23. 0.21% of the leadership group is made up of employees aged 25 and under. Employees with a disability make up 4.67% of the leadership group.

Appendix 3.2.3 shows visualisations to support figures included above relating to this outcome.

2.3   Supporting our people as individuals

2.3.1 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 shared for the delivery of these aspirations.

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.

> **KPI 10:** % of employees who rate the culture of KCC positively:
> ## 71.1%

KPI 8: % of employees who rated their manager positively:

72.9%

The 2022 staff survey provided a robust data set to shape organisational and manager actions and continue to improve the employee experience. Creation and development of staff stories and communication campaigns based on key topics for the organisation ensures we are both taking action against the feedback from the staff survey and supporting the ongoing development of staff voice provides. This is particularly important for inclusion, and support core leadership messages.

Engagement planning for the year ahead has been signed off by CMT and campaign activities are being scoped to align with the priorities of SRP and the people strategy to ensure our staff understand and are at the centre of the focused activity for the organisation. A change hub is being developed and ongoing programmes are being evaluated to support transition in preparation for and through change. Work is underway across HR&OD to align ways of working so that we can ensure we have early involvement in the work and support through aligned multidisciplinary approaches.

Extensive work has been carried out to examine how the data can be put to good use to explore the culture of a team. Cultural audits have been carried out in support of SEND improvement activity and ASCH redesign. Extensive diagnostic conversations with leadership teams to explore behaviours. A communications campaign was delivered to explain our organisational values and what they look like when demonstrated every day. Ongoing communications activity to celebrate staff success and build advocacy and pride.

KPI 12: % of employees who rate inclusion and fair treatment in KCC positively:

82.0%

Alongside broader activity to become a more inclusive employer, priorities this year have been the delivery of the Disability Action Plan and Race Action Plan.

The Disability Action Plan captures areas of activity that are likely to have the greatest impact on workplace disability inclusion, which has been informed by data, best practice, feedback from Level Playing Field staff group and via staff survey responses. The activity aims to increase declaration and representation rates of disabled staff to better reflect the communities we serve, to develop a culture where disabled staff feel confident and reach their full potential, and to

involve and engage with disabled staff in decision making. This aims to deliver the workforce equality objectives, a more inclusive workplace and diversity in our workforce.

In conjunction with staff groups, an Inclusion passport was launched, which is a development of the existing Disability passport, to encourage a broader discussion about workplace adjustments and support people to deliver at their best. This coincided with a revised process for the annual collation of workplace adjustments which involves capturing this information via Oracle HR Self-Service.

The Equalities monitoring questions have been reviewed, which include a question on whether staff consider themselves to have a disability or health condition that impacts on their daily life, with a view to increasing declaration rates to improve data quality. In response to levels of disclosure of disabled staff, a campaign took place to promote the importance of collecting equality data to build trust and confidence in data collection. Disability data continues to be published on the Equality & Diversity pages of Kent.gov.uk in the Annual Equality & Diversity report, as part of our requirements under the Public Sector Equality duty. These pages have also been refreshed to include the Disability action plan activity.

To support deaf inclusion, some of the important KNet pages have been translated into British Sign Language to help out staff access the information they need to work or to support their wellbeing. Managers were made aware of the BSL landing page to signpost colleagues as required.

Positive action in recruitment has been explored to increase disability representation, which included engaging with Penna and staff groups on the effectiveness of specific disability recruitment websites. Making our recruitment processes more inclusive has resulted in content on the new recruitment website on requesting different types of reasonable adjustments during the recruitment process, improving the guidance for managers, and seeking feedback on the recruitment process from candidates.

An equal pay review took place to explore whether it is possible to report on disability pay gaps and to understand the representation of disabled staff as a proportion of the workforce in each pay grade. The usefulness of the data is dependent on improving declaration rates of equality data.

A Safe Space workshop with Level Playing Field staff group and CMT representatives is being planned to further understand the lived experiences of disabled staff in the organisation and to identify improvement opportunities. This will form part of an OD

diagnostic piece of work to take a different approach to challenging inclusive mindsets and behaviours of staff and managers, with an initial focus on disability and digital accessibility.

KCC is forming a partnership with Kent Training & Apprenticeships, and Kent Supported Employment to create a tailored Supported Internship programme for SEND students aged 16-24 to create pathways into employment for disabled young people.

There will be a review of disability resources and support for staff and managers to increase awareness, particularly around neurodiversity.

The engagement plan continued to mark celebration events in support of our strategic priorities for diversity and inclusion such as Black History Month and Race Equality week, Pride Month, World Mental Health Day and Mental Health Awareness Week, International Day of People with Disabilities and Menopause awareness, which included signposting to webinars and events. For the Black History Month and Pride month events, external speakers were brought in to lead these. KCC also became a White Ribbon accredited employer and promoted resources as part of 16 days of action on Domestic Abuse.

Inclusion was a core focus for Organisational Development and Engagement during the last year. Through extensive research and analysis, the organisation approved a model for inclusion that is nationally recognised and worked with its author to bring together key development support for managers and staff. The Munira Thobani 6 C's model has been the framework applied to our development and leadership of inclusion. An extended campaign set out each of the 6 C's for staff to understand what it looked like for them, in terms of everyday behaviour and activity, culminating in an inclusion month that shared staff stories. Over 28 cohorts of managers have been through Inclusive Management Development and a community of practice is underway to establish an opportunity.

This included communications supported the new process to collate workplace adjustments with ongoing reminders to engage with this and raising awareness of the importance of staff keeping their Equality data up to date.

Engagement events on the topic of Inclusion were held with extended CMT at the end of June 2022 and with T200 in November 2022. A CMT Open Door took place with Aspire in January 2023, which has resulted in actions to improve the experience of young professionals. As part of the six-monthly update to CMT on Inclusion, CMT were asked to increase the visibility of work as senior leaders in the organisation and raise

awareness of plans and inclusion activities with managers. This is being delivered within directorates.

The engagement plan for this year will continue to deliver the strategic priorities, albeit the focus will be on embedding the awareness that has been built over this previous year.

A further CMT Open door is being planned with the Rainbow staff group in July 2023.

It is the intention to participate in ENEI's (Employers Network for Equality and Inclusion) TIDE Benchmark 2023, which is an industry recognised benchmark on an organisations approach to Inclusion, Diversity and Equality. There is an opportunity to be considered for the TIDE Award, which if successful could be used to support our employer brand, both internally and externally.

As part of the delivery of the Race Action plan and following the Safe Space workshop between representatives of CMT and the Black Asian and Minority Ethnic Forum in October 2021, CMT made a commitment to deliver a number of activities to achieve the agreed outcomes. A phased approach has been taken to deliver the action plan, starting with those that are most tangible and visible to show CMT's commitment to becoming an anti-racist organisation.

Between April 2022 and March 2023 activity has included CMT communications to be explicit on their zero-tolerance stance to any form of unacceptable behaviour or discrimination in the workplace using a refreshed Dignity at Work guidance and Expect Respect campaign internally, promotion of escalation routes and the role we all play in challenging inappropriate behaviour. Rather than create separate escalation channels for individual issues, awareness was raised on the current routes in place, supplemented with a new CMT open door. The Health and Safety Incident and Accident reporting form has also been updated to support monitoring of bullying and harassment/abusive incidents and to inform interventions if required.

A mandatory recruitment question on Inclusion has been included in the Values Based Interviewing guidance and expectation for managers to use this to recruit people who align with KCC values and cultural attributes. For existing staff and managers, engagement has taken place to support the roll out race equality objectives in the TCP process with effective from April 2023.

To inform the approach to ethnicity pay gap reporting, an equal pay review has been undertaken and further information can be found in outcome 2.2.3. Similarly, analysis of TCP equalities to ensure an equitable appraisal distribution.

A 9-month pilot of a new reverse mentoring programme pilot for Building Inclusive Cultures has been delivered, with participants from KCC staff groups as mentors and senior managers at KR15 and above as mentees. This aimed to share different perspectives based on diverse backgrounds and explore how we can better support our work and our people. Further development to support middle managers with learning on equality and inclusion has taken place, with the roll out more than 28 cohorts of Developing Inclusive Management practice workshops.

In support of CMT's Race Action plan, Adult Social Care are taking part in a Social Care Workforce Race Equality Standard. This activity has also been supported with the directorate and to ensure alignment with corporate activity.

As the corporate plan was developed in conjunction with BMEF (now Staff Ethnic Diversity Forum SEDF), and a commitment made for a direct partnership working relationship with the group, this is being reviewed to ensure it remains relevant and to inform the evaluation and wider Inclusion update to CMT.

Following the reverse mentoring programme there are plans to set up of a community of practice to continue the discussion and work within directorates on inclusion. Work is continuing with directorates to reinforce the expectations around zero tolerance from both staff and service users to inform what a refresh of the Expect Respect campaign for an external audience might look like.

Whilst progress has been made on the short-term actions in the plan, it will take time for these to embed and further work will take place to understand their impact on the experiences of minority ethnic staff. Strengthening the staff induction, continuing with large- and small-scale conversations via Challenger and T200 will be the next focus, as will succession planning and creating talent pools over the longer term.

The positive responses to the question in the staff survey topic area of Inclusion and Fair Treatment: "I think that KCC staff respect individual differences" has increased from 80.5% to 81.2%, however the positive responses to the question "I feel valued for the work I do" significantly changed from 67.1% to 64.5%.

There were 1,149 diversity and inclusion eLearning training completions during 2022-23, the most popular being Introduction to Equality and Diversity (394), followed by Care Certificate – standard 4: equality and diversity (211), and Trans Awareness (159).

The number of Inclusion Passports have increased by 8% (+6), and pending requests have increased by 67% (+26).

During 2022-23, 2,646 courses were taken on KCC's Leadership & Management Capabilities framework, which is 295 more than the previous year.

KCC's 12 month rolling turnover is at 16.0% as at March 2023, 1.0% higher than the same time last year, but 0.8% lower than mid-year when the turnover reached 16.8% in September 2023.

Appendix 3.3.1 shows visualisations to support figures included above relating to this outcome.

2.4 Attracting, retaining, and maximising our talent

2.4.1 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.

KPI 5: % of internal movement
51.8%

KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role:
74.9%

KPI 7: % of employees who are satisfied with the total **Employment Offer**:
55.9%

Through HROD and engagement work we have supported staff and managers on flexible working to understand how they can deliver their roles effectively, making use of the spaces and technology available. Manager communications have included sharing resources on how to manage teams remotely.

The development of the new KNet resulted in the migration of 644 pages, 3726 documents and update of thousands of links to ensure a well-structured and compliant system is in place for staff to share and access information. Key content translated using British Sign Language, working alongside sensory services to priorities the right information in the right way.

The learning and development course of Digital Skills was well utilised in 2021-22 with user attendance at 1,277, but during 2022-23 this uptake dropped to 214 attendances.

The responses to the staff survey questions regarding 'My Work' overall response changed from 80.1% to 78.9% positive in 2022-23. Two of the questions in this topic area had a significant change from the previous year:
- "I feel involved in the decisions that affect my work" decreased by -3.4% to 57.8%.
- "Overall I am satisfied with the job that I do" decreased by -2.8% to 77.6%.

The group of staff survey questions around 'Organisational Culture' received a decrease in the overall positive responses, going from 77.3% in 2021-22 to 77.0%. One question had a significant change:
- "My KCC colleagues share their knowledge and experience to be stronger together" decreased from 83.1% to 81.3%.

The positive responses for staff survey questions around organisational objectives and purpose have all changed significantly for 2022-23. The overall topic reduced by -3.0%. The three questions within the topic reduced as follows:
- "I understand how my work fits with my Directorate's overall objectives" -2.8% to 69.2%
- "I have a clear understanding of my Directorate's overall objectives" -3.4% to 61.3%
- "I understand how my Directorate's objectives contribute to the overall aims of KCC" -2.7% to 61.2%.

The positive responses for staff survey questions around employee engagement have all but one changed significantly for 2022-23. The overall topic reduced by -3.9% to 63.6%. The three questions with the biggest reduction within the topic reduced as follows:
- "I am proud when I tell others I work for KCC" -5.6% to 59.9%
- "I would recommend KCC as a great place to work" -6.4% to 55.6%
- "I feel a strong personal attachment to KCC" -4.5% to 47.3%.

The staff survey question of "I can access the tools/equipment that I need to do my job effectively wherever I work" received 70.4% positive response, reducing from 2021-22 where it was 71.6%. However there has been an increase of +1.4% in the positive responses received for "I make use of the flexible working opportunities available to me".

Appendix 3.4.1 shows visualisations to support figures included above relating to this outcome.

2.4.2 Our people are recruited based on our values and their potential as much for their experience and knowledge.

We will use a variety of recruitment approaches which will be modern, responsive, inclusive and enhance the candidate experience.

KPI 6: voluntary turnover rate
13.3%

KPI 11: % of employees that see our values demonstrated in the way we operate:
72.0%

To deliver on our Recruitment and Selection ambitions in the People Strategy 2022-27 Organisational Development held a focus group with representatives from across all directorates to help shape and inform the outcomes and modular content. Pilot programmes were run end of 2022 into February 2023, participants then came back as a focus group to help refine and define the final outcomes and content. The new programme is now available to all recruiting managers on our Delta Management System. Learning outcomes have been set and pilots establish for the new KCC approach to recruitment. Evaluation will be undertaken to refine and develop further cohorts.

The Recruitment Strategy is intended to continually challenge and improve how KCC attracts people into the authority.
It is focused not just on the what, i.e., processes but also the how – the way we do things. This has been exemplified this year by devising a feedback mechanism from candidates with the aim of understanding the candidate journey and experience allowing us to make improvements where necessary – they may then be more likely to apply for a role in the future or speak more positively about their experience with KCC. The overall themes of social media and web presence, helping managers recruit well while also being able to make more informed decisions due to quality information, all act together

to increase the chance of a better recruitment outcome - both for the recruiting manager and for KCC generally.

Positive action aims to take deliberate steps to improve equality in the workplace to meet the needs of those with a protected characteristic, to lessen a disadvantage they might experience and to increase their participation. KCC's workforce profile suggests we are underrepresented in terms of disability compared to the communities we serve so positive action was needed with this group of staff. Similarly, recruitment data suggests there may be barriers at different stages of the recruitment process so activity has taken place to understand what these might be and how to remove these. Work on the employer brand aims to support our aspirations to become a more diverse workforce.

It is also imperative that the people we recruit into the organisation exhibit the types of values and behaviours which are likely to deliver successful outcomes for the organisation. We introduced a mandatory Inclusion question in the Values Based Recruitment guidance (feedback from Staff Groups was sought when devising this approach). Additionally, we have introduced a requirement that the interview should explore values and behaviours and to assist managers a bank of values-based questions have been created. Additionally for management/leadership roles a bank of management capabilities and leadership traits questions which explore an individual's management/leadership style/understanding have been created.

These expectations are referenced in the new recruitment and selection training, with equality and diversity content embedded, which is being rolled out this year.

EDI questions for managers to select from have also been incorporated, which helps managers to 'recruit for mindset and train for mastery'.

New content has been developed for the new recruitment website to attract more disabled applicants and to showcase KCC as an inclusive employer. This includes examples of what reasonable adjustments could be accommodated in the recruitment process. To support our employer branding, social media posts on diversity and inclusion have been shared during National Inclusion Week and Black History Month. Through networking and learning, further position action initiatives have been considered, such as recruitment apps to support the implementation of diverse recruitment panels and blind recruitment but evidence suggests these do not always drive the right outcomes.

All of this is part of a wider approach to enhance the effectiveness of a recruitment activity. Additionally, ongoing improvements to the recruiting manager toolkit and information on KNet and upgrading of the induction to probation guidance on KNet for managers make them reflective our approach to flexible working. These work with the comprehensive, newly devised, modular approach to Recruitment & Selection training.

We have taken a huge step forward with our online presence by launching a modern, informative and authentic recruitment website. This has involved working in very close partnership with MRX and Internal Communications to develop and design it using our KCC branding with real KCC employees and personal experiences. This has set the scene for ongoing collaborative working opportunities to maintain and enhance the site. Upcoming themes include promotion of our Employment Offer including our modern and flexible working patterns and showcasing our diversity of roles and career pathways. The recruitment website will be further enhanced to incorporate videos/real life stories to share what its like to work for KCC.

Our focus on social media and Jobs boards also complements this. We seek to help managers fill their vacancies with high quality candidates sourced through social media, focusing on hard-to-recruit and specialist roles. We invest in a paid-for LinkedIn solution, where the mid-year review evidence success in this contract, including an increased numbers of people following KCC. We also monitor Glassdoor and Indeed activity to assess the engagement of our reviewers, gauge presence on each platform and analysis of what people are saying about KCC to feed into our branding work and respond to comments where appropriate. A significant amount of effort has been put into bringing the recruitment metrics together to help give a full appreciation of the end-to-end recruitment journey and where changes can usefully be made. We have worked closely with the HR&OD Analytics team to bring this together.

Enhanced feedback to and from candidates will help us continue to understand and improve their experience and journeys. A candidate feedback questionnaire has been developed to understand potential barriers in the recruitment process, particularly for disabled applicants. The guidance for recruiting managers has been updated to ensure consideration is given to the standard advert wording to make more accessible for disabled applicants, to include providing alternative contact details on job adverts. Feedback was sought from the Rainbow staff group on proposed alternative wording for the pronoun question on our recruitment management system.

To ensure we are attracting a diverse candidate pool and raising awareness of KCC as an inclusive employer, we have been exploring how to implement outreach activity by

exploiting existing channels where we have contact with diverse communities and developing a script for use in these conversations.

A priority for the coming year will be to deliver outreach activities with a particular focus on targeting recruitment in lower socio-economic areas of Kent to support social mobility.

There will be further activity beyond April 2023 that includes the delivery of a self-selection values/education tool to be hosted on the recruitment website which will help inform potential recruits about the values and behaviours KCC sees as fundamental to the way we do thing and the reasons for them.

Power BI reporting brings together an array of recruitment metrics in one place in an easily understandable format. HR can use this along with other intelligence to assist managers make better informed recruitment decisions. Equipping HR to be better able to add value to the recruiting manager to make sure we have the people we need now and into the future. Recruitment strategies will continue to be explored such as AI & Gamification, running pilots for central vs. local recruitment to identify if there are different outcomes, and how to further remove barriers in the recruitment process, particularly for neurodiverse applicants.

During 2022-23 there were 2,256 jobs advertised to cover 3,319 positions, which increased by 940 from 2021-22. There were over 29,000 job applications completed, with 9,292 applicants shortlisted, and 1,848 new employees hired. The average time to hire was 44.8 working days, down from 56.8 in 2021-22.

The equalities data for people being recruited into KCC for the year 2022-23 shows that the ratio of the applicants from an ethnic minority background account for nearly 26% of all applicants but only 13% of the total hires. This ratio is the same as last year.

The recruitment equalities data also shows that applicants with a disability made up 7.8% of all employees hired during 2022-23, when they only accounted for 6.7% of applicants. The same data for gender of applicants showed that last year nearly 30% of all applicants were male, but they only made up 18% of successful hires during 2022-23. The gender identity data shows there is also a smaller ratio of transgender people being hired compared to those applying.

When looking at the 2022-23 data, there were three equalities groups which showed have a decrease in proportion of minority groups at hired stage compared to the application stage: ethnicity, faith/religion, and males.

There has been a 14.9% decrease in the number of jobs opened in 2022-23 at 2233 compared to 2021-22 at 2623.

Looking at Google Analytics to understand where people are finding jobs, 2021-22 had the most users from Kent.gov, whereas in 2022-23, the source with the most users was Google, followed by kent.gov.

In 2022-23, a trial of paid social recruitment via LinkedIn was introduced. This brought 315 users come to the jobsite, which is 1.58% of the total number of users that came to an advert via LinkedIn. The total users for 2022-23 is 19,981.

However, when looking at what sources led to a completed application, the source with the highest proportion of applications (40.58%) came from Indeed.

Appendix 3.4.2 shows visualisations to support figures included above relating to this outcome.

3   Appendices

3.1 Management Indicators

3.1.1 Our people are supported to be well at work.

MI 3.16: Total Number of KCC Workplace Adjustments
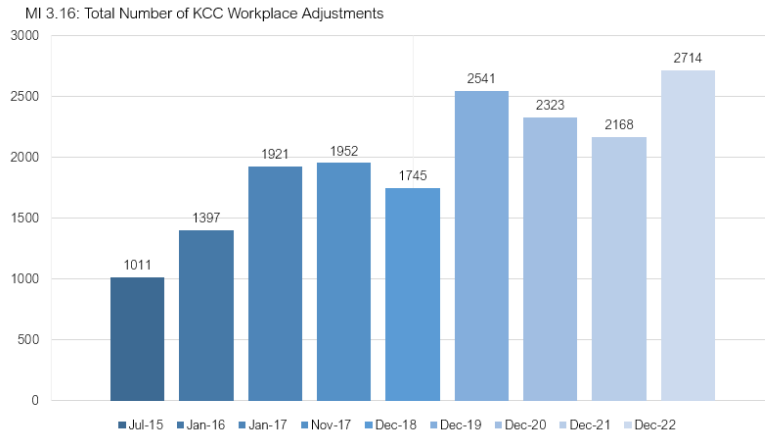
MI 5.08.01, 5.09.01, 5.10.01, 5.11.01, 5.12.01: KCC Top 5 Illness Types by Days Lost

Illness ● COVID-19 ● Gastrointestinal ● Mental Health ● Musculoskeletal ● Stress – Not MH
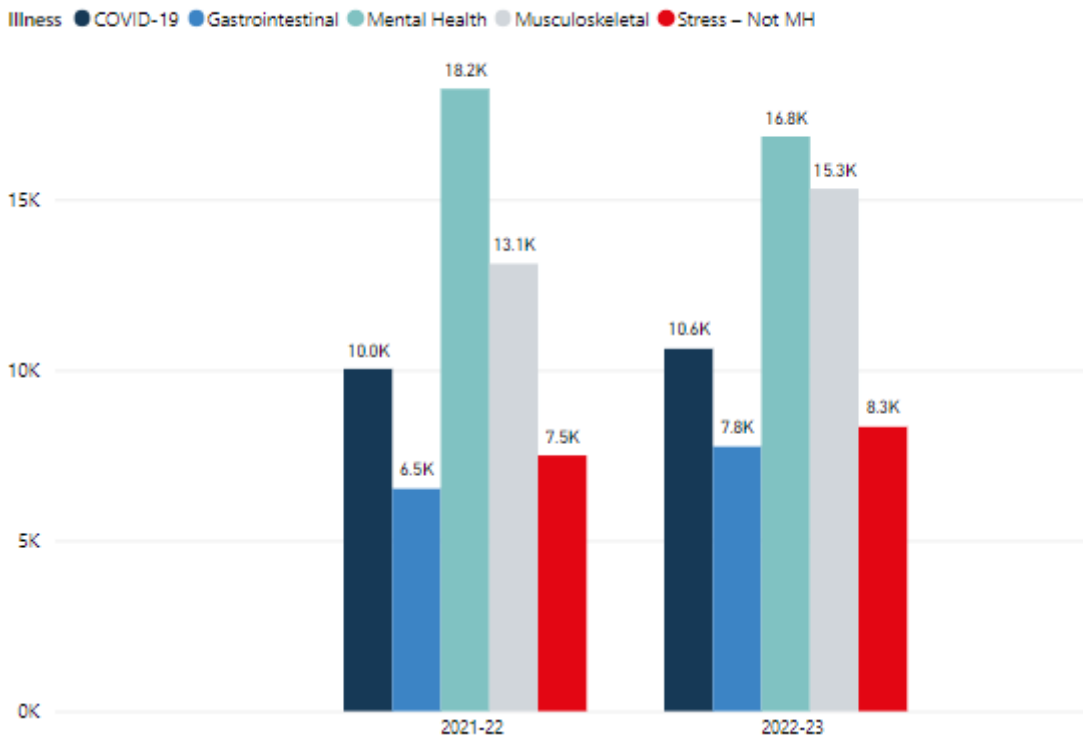
3.1.2 Our people are motivated and deliver well for the people of Kent

MI 1.09.04: Staff Survey 2022 – Learning and Development overall Positive Responses

Learning and development	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22*
Learning and development: Overall	16%	43%	22%	12%		58.7%	60.3%	-1.7	–
I am able to access the right work related learning and development opportunities to support my role	19%	56%		14%	9%	74.9%	74.8%	+0.1	–
There are opportunities for me to develop my career within KCC	14%	35%	25%	17%	8%	48.8%	51.7%	-2.9	sig chg
KCC is committed to developing people	14%	41%	27%	11%		55.0%	57.8%	-2.8	sig chg
My work at KCC provides opportunities for me to develop professionally	15%	40%	24%	13%		55.9%	57.0%	-1.1	–

MI 1.01 & 1.02 HR Case Data & as a Percentage of the Total KCC Workforce

Case Activity 2022-23

Figures taken as at end of March 2023
Source: HR ER Tracker

Case Type	Open cases at 31 March 2023	Cases closed between 1 April 2022 - 31 March 2023	Total cases worked on between 1 April 2022 and 31 March 2023	
Appeals	4	5	9	*
Appeals (Dismissal)	1	7	5	*
Capability - Ill Health	47	122	169	
Capability - Other	2	1	3	
Capability - Poor Performance	12	39	51	
Disciplinary	34	98	132	
Resolution	16	16	32	
Resolution-Harassment	4	8	12	
Early Conciliation	1	2	3	
Employment Tribunal	8	22	30	
Total	124	308	432	

NB - These figures are for KCC Non-Schools only and do not include LATCO case activity
Case where 'Directorate' column has been left blank have been included as on further investigation these appear to be KCC non-schools cases and not LATCO's.
Cases created in error' on the HR ER Tracker have been disregarded for the purposes of the reporting above
*Appeals and Appeals Dismissal now form a 'Stage' within the disciplinary or P&C Ill Health cases and are not, therefore, included in the Totals

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

MI 3.01.32: Age 25 and Under Staff Survey Positive Responses Learning and Development

KCC Staff Survey 2022 - Themes by key characteristics: Learning and development

	KR6 and below	KR7 - KR9	KR10 - KR13	KR14 and above	Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	More than 10 years	Full time	Part time	Yes Line manager	No Line manager	Community worker	Not community worker	16-25	26-35	36-45	46-55	56-64	65+	Prefer not to say / Blank	Yes Pregnancy/Parental leave	No Pregnancy/Parental leave
Negative %	19%	18%	17%	12%	7%	14%	20%	21%	19%	18%	17%	17%	18%	20%	16%	9%	15%	17%	16%	17%	13%	32%	21%	17%
Neutral %	24%	22%	21%	21%	15%	21%	21%	24%	25%	21%	27%	21%	23%	23%	22%	14%	19%	20%	22%	28%	28%	27%	19%	22%
Positive %	55%	59%	62%	66%	75%	63%	57%	54%	55%	60%	54%	62%	58%	57%	60%	75%	64%	62%	61%	54%	55%	40%	58%	59%

MI 3.01.35: Age 25 and Under Staff Survey Positive Responses Inclusion and Fair Treatment

KCC Staff Survey 2022 - Themes by key characteristics: Inclusion and fair treatment

	KR6 and below	KR7 - KR9	KR10 - KR13	KR14 and above	Less than 1 year	1 - 2 years	3 - 5 years	6 - 10 years	More than 10 years	Full time	Part time	Yes Line manager	No Line manager	Community worker	Not community worker	16-25	26-35	36-45	46-55	56-64	65+	Prefer not to say / Blank	Yes Pregnancy/Parental leave	No Pregnancy/Parental leave
Negative %	7%	8%	7%	4%	2%	6%	9%	9%	7%	7%	7%	7%	7%	9%	6%	6%	7%	6%	6%	6%	6%	14%	11%	7%
Neutral %	10%	10%	10%	10%	6%	9%	10%	11%	11%	10%	11%	9%	10%	10%	10%	6%	8%	9%	10%	11%	9%	15%	8%	10%
Positive %	82%	82%	82%	85%	91%	84%	81%	79%	80%	82%	81%	83%	81%	80%	83%	87%	83%	84%	84%	82%	85%	69%	79%	82%

MI 3.01.01: KCC Age 25 and Under

● 25 and Under ● 26-35 ● 36-45 ● 46-55 ● 56-64 ● 65 and Over

	2019-20	2020-21	2021-22	2022-23
65 and Over	5.07%	5.53%	5.48%	5.64%
56-64	20.15%	20.57%	19.82%	19.86%
46-55	26.48%	25.99%	24.91%	25.01%
36-45	21.50%	22.11%	22.21%	22.53%
26-35	18.74%	18.74%	18.90%	18.72%
25 and Under	8.07%	7.06%	8.67%	8.23%

MI 3.01.06: KCC Age 25 and Under 12M Rolling Headcount and Rolling Turnover

Bracket ● Headcount_12M_Rolling ● RollingTurnover

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Headcount	639.8	646.8	652.2	655.8	658.8	661.3	661.8	660.7	658.9	655.6	651.8	646.3
RollingTurnover	33.3%	35.6%	35.7%	39.6%	40.8%	41.0%	40.0%	39.2%	38.9%	37.4%	35.1%	34.5%

Page 86

35
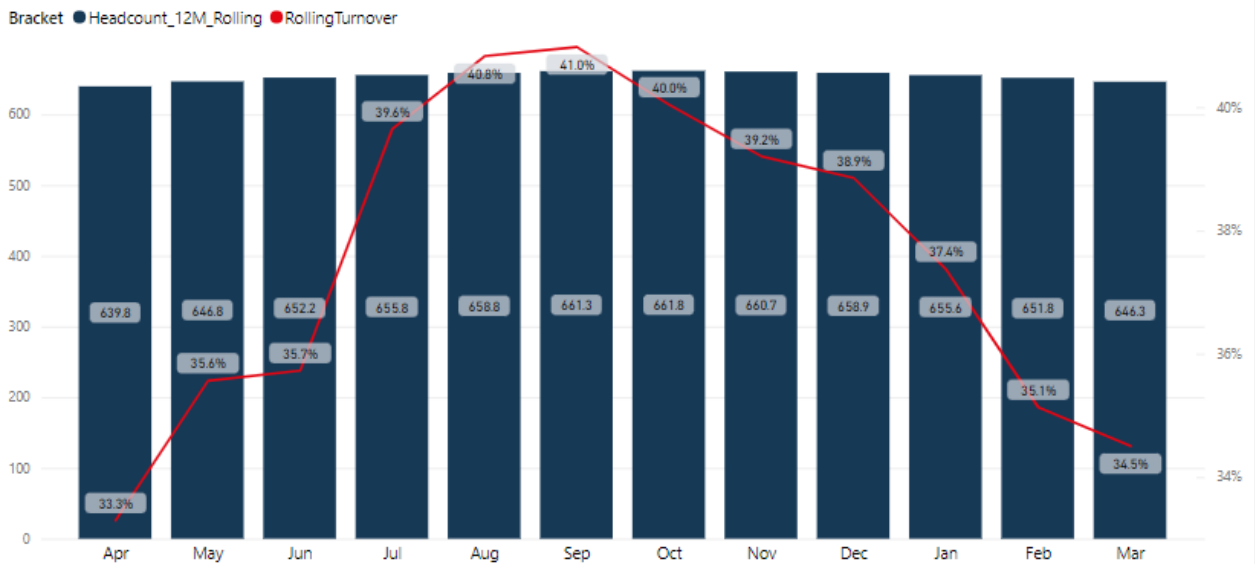
MI 7.16: KCC Age 25 and Under on Active Internal Secondment

Asg Count ● 25 and Under ● 26-35 ● 36-45 ● 46-55 ● 56-64 ● 65 and Over

	2019-20	2020-21	2021-22	2022-23
56-64	11.29%	11.45%	9.75%	11.00%
46-55	25.20%	23.74%	24.25%	23.72%
36-45	27.82%	27.09%	30.75%	33.01%
26-35	24.67%	27.37%	28.25%	24.69%
25 and Under	10.24%	9.22%	6.25%	6.60%

3.2.2 Our people are well managed, and their talent nurtured as they develop their careers at Kent County Council

MI 7.15: KCC Workforce on Active Internal Secondment

Asg Count ● Active Acting Up ● Active Assignment ● Active Internal Secondment ● Maternity/Adoption Leave

	2018-19	2019-20	2020-21	2021-22	2022-23
Maternity/Adoption Leave	3.05%	2.87%	3.00%	2.77%	2.82%
Active Internal Secondment	2.53%	3.09%	2.96%	3.09%	3.13%
Active Assignment	93.45%	93.04%	92.66%	92.89%	92.65%

MI 1.09.07.02 & 1.09.07.03: Staff Survey Positive Responses Learning and Development

Learning and development

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22*
Learning and development: Overall	16%	43%	22%	12%		58.7%	60.3%	-1.7	–
I am able to access the right work related learning and development opportunities to support my role	19%	56%	14%	9%		74.9%	74.8%	+0.1	–
There are opportunities for me to develop my career within KCC	14%	35%	25%	17%	8%	48.8%	51.7%	-2.9	sig chg
KCC is committed to developing people	14%	41%	27%	11%		55.0%	57.8%	-2.8	sig chg
My work at KCC provides opportunities for me to develop professionally	15%	40%	24%	13%		55.9%	57.0%	-1.1	–

	Strongly agree	Agree	Neither	Disagree	% Positive 2022
I have the necessary skills and abilities to use the technology available to me	29%	59%	7%		88.0%
I know how to access learning and development to grow my digital skills	28%	59%	8%		87.0%

MI 1.09.14: Staff Survey Positive Responses My Plans for the Future

My plans for the future

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22*
My plans for the future: Overall	32%	33%	18%	8%		64.6%	69.6%	-5.0	sig chg
At the moment I don't have any plans to leave KCC	28%	37%	16%	10%		64.3%	69.4%	-5.1	sig chg
I want to leave KCC as soon as possible ('red' indicates positive i.e. "don't want to leave")	36%	35%	18%			70.9%	75.7%	-4.9	sig chg
I want to leave KCC within the next 12 months ('red' indicates positive i.e. "don't want to leave next 12m")	31%	30%	22%	8%		60.9%	66.2%	-5.3	sig chg
I am actively pursuing opportunities outside of KCC ('red' indicates positive i.e. "not actively pursuing")	33%	30%	18%	9%		62.5%	67.2%	-4.8	sig chg

3.2.3 Kent County Council is an Employer of Choice

MI 3.07 – 3.14: Equalities

Disability
● Disabled ● Non Disabled ● Prefer not to say

	2019-20	2020-21	2021-22	2022-23
Prefer not to say	11.84%	12.34%	11.42%	10.31%
Non Disabled	84.31%	83.71%	84.26%	84.80%

Ethnicity
● Black, Asian and Minority Ethnic ● White ● Prefer not to say

	2019-20	2020-21	2021-22	2022-23
Prefer not to say		9.52%	9.79%	9.96%
White	83.46%	82.51%	81.60%	81.19%
Black, Asian and Minority Ethnic			8.61%	8.85%

Age
● 25 and ... ● 26-35 ● 36-45 ● 46-55

	2019-20	2020-21	2021-22	2022-23
	5.07%	5.53%	5.48%	5.64%
	20.15%	20.57%	19.82%	19.86%
	26.48%	25.99%	24.91%	25.01%
	21.50%	22.11%	22.21%	22.53%
26-35	18.74%	18.74%	18.90%	18.72%
25 and ...	8.07%	7.06%	8.67%	8.23%

Faith/Religion
● Faith/Religion ● No Faith/Religion ● Prefer not to say

	2019-20	2020-21	2021-22	2022-23
Prefer not to say	19.47%	19.79%	19.04%	18.30%
No Faith/Religion	33.53%	33.85%	35.31%	36.52%
Faith/Religion	46.99%	46.36%	45.65%	45.18%

Gender
● Female ● Male

	2019-20	2020-21	2021-22	2022-23
Male	20.63%	20.51%	20.81%	20.81%
Female	79.37%	79.49%	79.19%	79.19%

Sexuality
● Heterosexual ● LGBQ+ ● Prefer not to say

	2019-20	2020-21	2021-22	2022-23
Prefer not to say	19.73%	19.94%	19.33%	18.66%
Heterosexual	77.63%	77.45%	77.70%	78.00%

Gender Identity
● Transgender ● Cisgender ● Prefer not to say ● Unknown

	2019-20	2020-21	2021-22	2022-23
Unknown	59.57%	53.89%	45.60%	40.30%
Cisgender	36.19%	40.63%	48.38%	53.98%

MI 3.17.01 & 3.17.02: Mean & Median Gender Pay Gap

Average Hourly Rate
● Mean ● Median —— No. Employees

Year	Mean	Median	No. Employees
2019	14.2	11.8	8631
2020	14.5	12.1	8734
2021	15.2	12.7	8750
2022	16.0	13.5	

Page 89

MI 3.15: Leadership Equalities

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

MI 3.18: Inclusion Passports

Number of Inclusion Passports
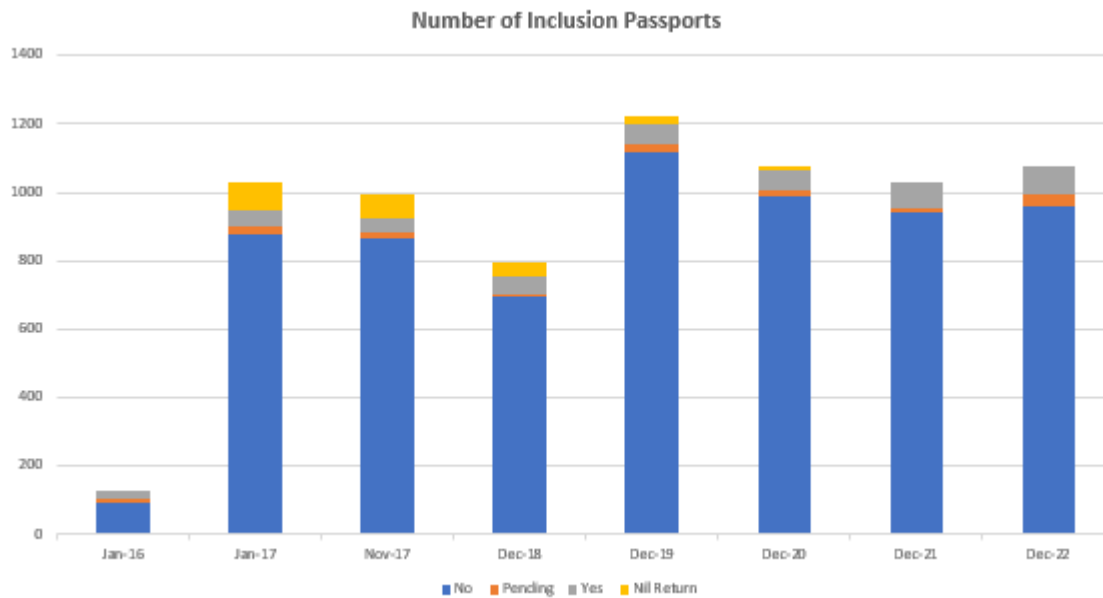
MI 7.19: KCC 12M Rolling Headcount and Rolling Turnover

Bracket ● Headcount_12M_Rolling ● RollingTurnover

MI 1.09.07.02 & 1.09.07.03: Staff Survey Positive Responses Inclusion and Fair Treatment

Inclusion and fair treatment	Strongly agree / Agree / Neither / Disagree / Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22*
Inclusion and fair treatment: Overall	37% / 45% / 10%	82.0%	82.6%	-0.6	–
I am treated with respect by KCC colleagues	32% / 52% / 10%	84.5%	85.9%	-1.4	–
I feel valued for the work I do	22% / 42% / 17% / 13%	64.5%	67.1%	-2.6	sig chg
I think that KCC staff respect individual differences (e.g. cultures, working styles, backgrounds, ideas etc.)	29% / 52% / 12%	81.2%	80.5%	+0.7	–
I would report it if I was subjected to any kind of discrimination, bullying or harassment at work	46% / 40% / 7%	86.6%	86.3%	+0.3	–
I would report it if I saw other members of staff subjected to any kind of discrimination, bullying or harassment at work	54% / 39%	93.3%	93.1%	+0.3	–

3.4.1 Our people have what they need to innovate and change

MI: 1.09.02.02: Staff Survey Positive Responses My Work

My work	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22*
My work: Overall	38%	40%	10%	8%		78.9%	80.1%	-1.2	–
I am sufficiently challenged by my work	46%	39%	9%			84.7%	85.5%	-0.9	–
I feel involved in the decisions that affect my work	19%	39%	17%	18%	7%	57.8%	61.2%	-3.4	sig chg
I feel that my skills, knowledge and experience are put to good use in the job that I do	36%	44%	9%	8%		79.9%	81.1%	-1.2	–
Taking personal responsibility for my work is important to me	68%	30%				97.3%	97.6%	-0.3	–
I am clear about my work responsibilities and what is expected of me	45%	42%	8%			86.1%	86.4%	-0.3	–
Overall I am satisfied with the job that I do	30%	47%	12%	8%		77.6%	80.4%	-2.8	sig chg
I feel able to prioritise and complete the work expected of me within the time available	26%	41%	12%	15%	6%	66.6%	66.5%	+0.1	–
I feel confident that I can do my job effectively	38%	43%	10%	7%		81.1%	82.2%	-1.2	–

MI: 1.09.09.01: Staff Survey Positive Responses Organisational Culture

Organisational culture	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22*
Organisational culture: Overall	26%	51%	15%			77.0%	77.3%	-0.3	–
I am trusted to carry out my job effectively	45%	47%				92.0%	92.3%	-0.3	–
I am encouraged to try out new ideas even if they may not work	24%	46%	19%	8%		69.2%	69.0%	+0.1	–
In KCC, people are encouraged to speak up when they identify a serious policy or service delivery risk and / or bad practice	22%	50%	15%	7%		71.4%	70.3%	+1.1	–
I feel able to challenge inappropriate behaviour	23%	54%	14%	6%		76.3%	75.8%	+0.5	–
My KCC colleagues are professionally brave. They do the right thing and accept and offer challenge	22%	51%	18%			72.2%	71.2%	+0.9	–
My KCC colleagues are curious to innovate and improve how things are done	21%	50%	20%			71.3%	71.4%	-0.1	–
My KCC colleagues act with compassion, understanding and respect towards others	29%	54%	12%			82.8%	84.1%	-1.3	–
My KCC colleagues share their knowledge and experience to be stronger together	28%	53%	13%			81.3%	83.1%	-1.8	sig chg
My KCC colleagues take personal and professional responsibility for their actions	24%	52%	16%			76.4%	78.1%	-1.8	–

MI: 1.09.11: Staff Survey Positive Responses Organisational Objectives and Purpose

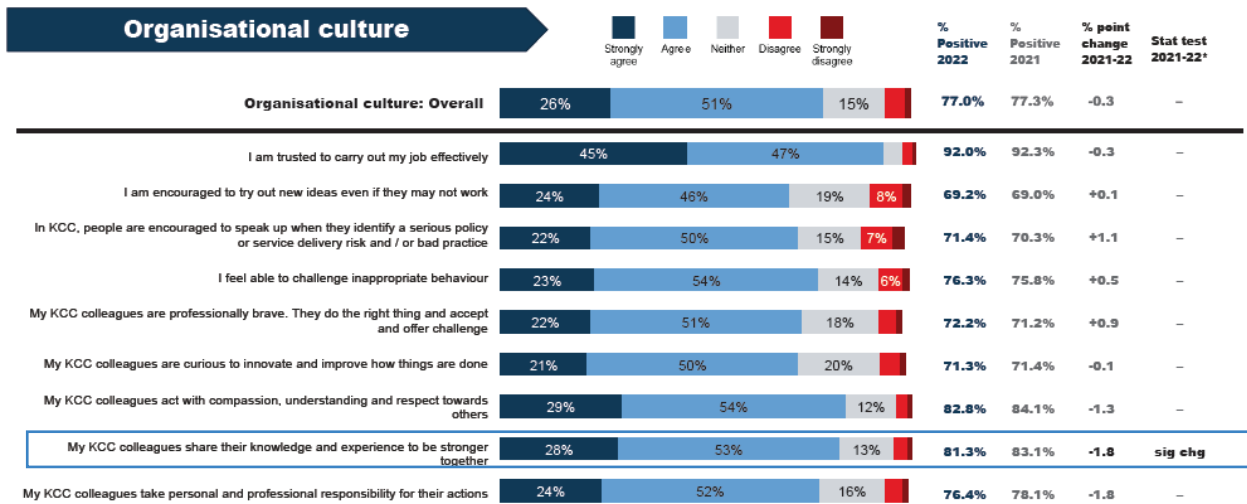| Organisational objectives and purpose	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22*
Organisational objectives and purpose: Overall	15%	49%	20%	9%		63.9%	66.9%	-3.0	sig chg
I understand how my work fits with my Directorate's overall objectives	17%	53%	17%	8%		69.2%	72.1%	-2.8	sig chg
I have a clear understanding of my Directorate's overall objectives	14%	48%	21%	10%		61.3%	64.6%	-3.4	sig chg
I understand how my Directorate's objectives contribute to the overall aims of KCC	14%	47%	22%	10%		61.2%	63.9%	-2.7	sig chg

MI 1.09.13: Staff Survey Positive Responses Employee Engagement

Employee engagement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22⁺
Employee engagement: Overall	21%	42%	24%	8%		63.6%	67.5%	-3.9	sig chg
I am proud when I tell others I work for KCC	15%	45%	29%	7%		59.9%	65.5%	-5.6	sig chg
I am proud of the service that I work for	31%	49%	14%			79.8%	82.4%	-2.6	sig chg
I would recommend KCC as a great place to work	15%	40%	29%	10%		55.6%	62.0%	-6.4	sig chg
I would recommend the service I work for as a great place to work	24%	42%	20%	9%		66.3%	69.0%	-2.8	sig chg
I feel a strong personal attachment to KCC	14%	34%	34%	13%		47.3%	51.8%	-4.5	sig chg
I feel a strong personal attachment to the service I work for	28%	45%	18%	6%		72.8%	74.2%	-1.4	–

MI 1.09.03.01: Staff Survey Positive Responses Work/life Balance and Resources

Work/life balance and resources	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive 2022	% Positive 2021	% point change 2021-22	Stat test 2021-22⁺
Work/life balance and resources: Overall	26%	46%	12%	10%		72.5%	72.5%	+0.0	–
I can access the tools/equipment that I need to do my job effectively wherever I work	22%	49%	11%	14%		70.4%	71.6%	-1.2	–
I achieve a good work/life balance	24%	48%	13%	11%		71.4%	71.7%	-0.3	–
I make use of the flexible working opportunities available to me	33%	43%	11%			75.6%	74.2%	+1.4	–

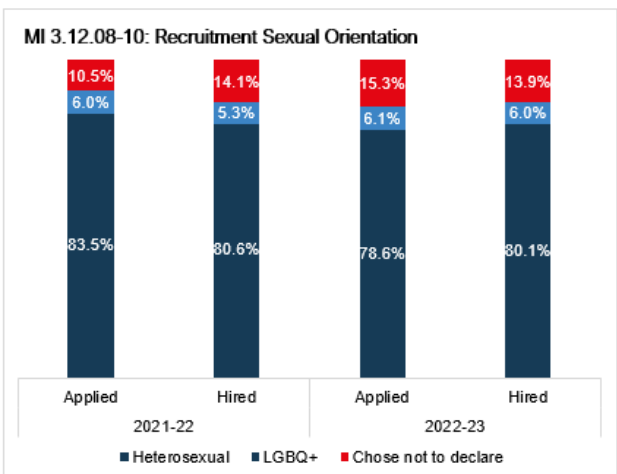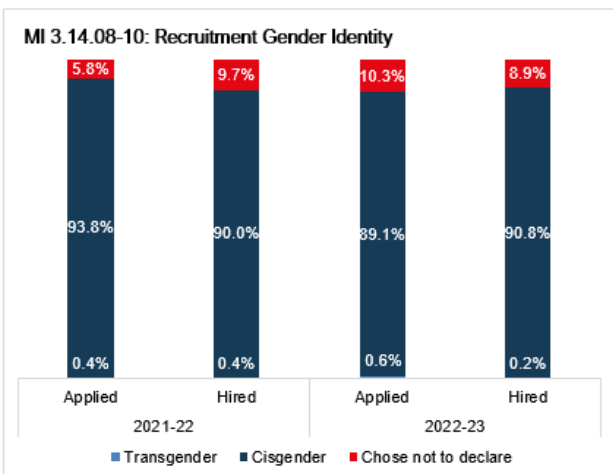## 3.4.2 Our people are recruited based on our values and their potential as much for their experience and knowledge

MI 7.16: KCC Active Internal Secondment by Age
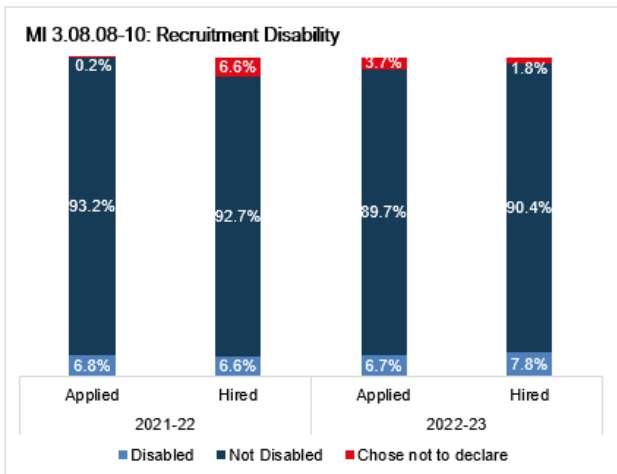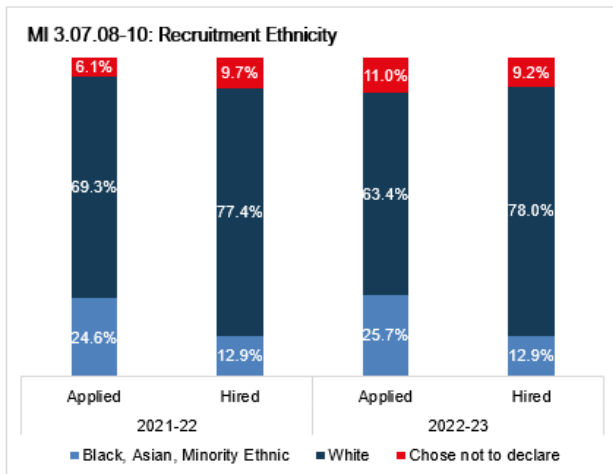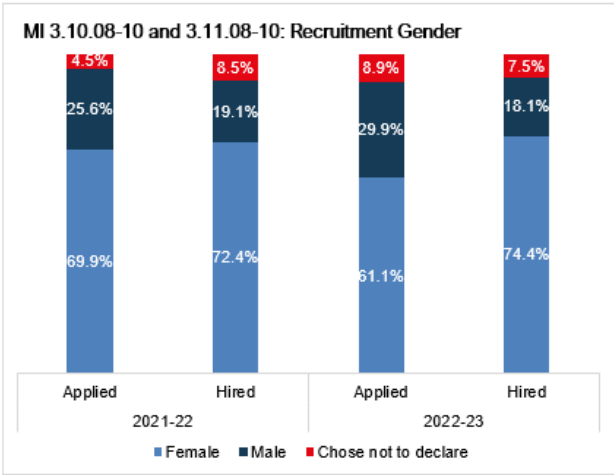
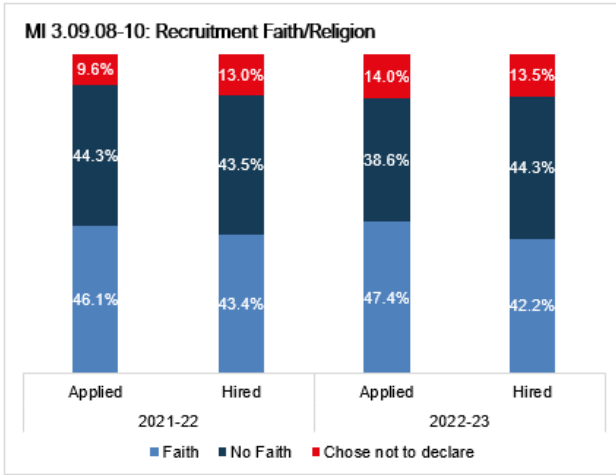Asg Count ● 25 and Under ● 26-35 ● 36-45 ● 46-55 ● 56-64 ● 65 and Over

MI 3.07.08 & 3.07.10	2022-23 Applied %	2022-23 Hired %
Black, Asian and Minority Ethnic	25.7%	12.9%
White	63.4%	78.0%
Chose not to declare	11.0%	9.2%

MI 3.10.08 & 3.10.10 MI 3.11.08 & 3.11.10	2022-23 Applied %	2022-23 Hired %
Female	61.1%	74.4%
Male	29.9%	18.1%
Chose not to declare	8.9%	7.5%

MI 3.09.08 & 3.09.10	2022-23 Applied %	2022-23 Hired %
Faith/Religion	47.4%	42.2%
No Faith/Religion	38.6%	44.3%
Chose not to declare	14.0%	13.5%

MI 3.07.08-10: Recruitment Ethnicity

MI 3.08.08-10: Recruitment Disability

MI 3.14.08-10: Recruitment Gender Identity

MI 3.12.08-10: Recruitment Sexual Orientation

MI 3.09.08-10: Recruitment Faith/Religion

	Applied	Hired	Applied	Hired
Chose not to declare	9.6%	13.0%	14.0%	13.5%
No Faith	44.3%	43.5%	38.6%	44.3%
Faith	46.1%	43.4%	47.4%	42.2%
	2021-22		2022-23	

■ Faith ■ No Faith ■ Chose not to declare

MI 3.10.08-10 and 3.11.08-10: Recruitment Gender

	Applied	Hired	Applied	Hired
Chose not to declare	4.5%	8.5%	8.9%	7.5%
Male	25.6%	19.1%	29.9%	18.1%
Female	69.9%	72.4%	61.1%	74.4%
	2021-22		2022-23	

■ Female ■ Male ■ Chose not to declare

4   Notes and Caveats

The content of this report has been written using narrative provided by HR and OD on the activity carried out throughout 2022-23. Management information including the KPIs have been sourced from the HR OD Performance Team to support the People Strategy outcomes.

When referencing KPI 13, the census 2021 data has the following conditions:

- Females - KCC Area, aged 16-64
- Black, Asian and Minority Ethnic – KCC Area, aged 16-64, same grouping as KCC workforce information
- Disability – KCC Area, aged 16-64, disabled under the equality act.
- Religion - KCC Area, aged 16-64, same grouping as KCC workforce information
- Transgender – KCC Area, aged 16+, same grouping as KCC workforce information
- 16 to 25 year olds - KCC Area, aged 16-24.
- LGBQ+ – KCC Area, aged 16+, same grouping as KCC workforce information.

The count of the workforce within this report includes Casual, Relief, Supply and Sessional unless otherwise stated.

Further Information

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By: Shellina Prendergast – Cabinet Member for Communications and People

Paul Royel – Director Human Resources and Organisation Development

To: Personnel Committee   **Date:** 15 June 2023

Subject: The Future of Work

Classification: Unrestricted

Summary: This paper introduces a presentation that will be made to Personnel Committee on the Future of Work and the opportunities and challenges for work at Kent County Council. The presentation builds on the themes and trends shared with committee members in September 2021.

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1. Introduction

1.1   Over the last three years the pace and scale of change has been significant. The unprecedented impact of the Covid Pandemic saw the world of work shift with many industries reimaging how, where and when people would deliver their business. The emergence of new technologies shaped daily communication and connection and as economic recovery faltered because of national and global forces, employers were required to think differently about their strategies for people.

1.2   The People Strategy has taken account of the changes in the working environment, flexible approaches to work, including the use of our buildings and the development of new support interventions and development for Managers and Staff. The presentation will examine the factors that will impact and influence the ongoing development of our professional approaches.

2. Highlights

2.1   The presentation will provide Personnel Committee with a comprehensive view of the research we have undertaken in the national and international picture of future employment and likely trends. Research has been drawn from industry specialists and our own lead professionals who review policy and strategy in HR & OD.

2.2   The presentation has been produced under the following sections:
- Our research
- The settling point … Not that settled.
- Issues and Trends
- Employment Action and the KCC response

- The future
- Skills
- What should we watch for and are we on track?

3. Recommendation

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

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Background documents: The Future of Work presentation 30 September 2021.

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