

**PERSONNEL COMMITTEE**

**Wednesday, 12th June, 2024**

**2.00 pm**

Darent Room, Sessions House,  
County Hall, Maidstone







## AGENDA

### PERSONNEL COMMITTEE

**Wednesday, 12th June, 2024, at 2.00 pm**      Ask for:      **Anna Taylor**  
**Darent Room, Sessions House, County Hall,**      Telephone      **03000 416478**  
**Maidstone**

#### **Membership (11)**

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

#### **UNRESTRICTED ITEMS**

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

- 1      Apologies and Substitutes
- 2      Declarations of Interests by Members in items on the Agenda for this meeting.
- 3      Employee Relations Casework Activity (Pages 1 - 6)
- 4      Annual Workforce Profile Report (Pages 7 - 38)
- 5      People Strategy Evaluation (Pages 39 - 58)
- 6      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, 3 and 4 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)*

- 7 Discretionary Payments (Pages 59 - 64)
- 8 Interim Appointment (Pages 65 - 76)

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 4 June 2024**

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

Paul Royel – Director HR & OD

To: Personnel Committee – 12 June 2024

Subject: Employee Relations Casework Activity

Classification: Unrestricted

**Summary:** This report updates Personnel Committee on employee relations case work activity for the period 1 April 2023 to 31 March 2024.

**Recommendation:**

The Committee is asked to note the report of Employee Relations (ER) activity including senior officer appeals hearings and Employment Tribunal claims.

## 1. Introduction

1.1 Personnel Committee are provided with an update on the numbers of disciplinary, capability, resolution, and Employment Tribunal cases to provide an overview of the level of activity and distribution of cases. This report updates the Committee on the activity for the year 1 April 2023 – 31 March 2024.

1.2 The report reflects the range of ER cases being managed by our KCC Managers and provides a comparison of the level of case activity over the last three years. Management of performance is led by Managers and the HR/OD Team continue to develop interventions and tools available for reference and guidance. The HR/OD Team provide professional advice to enable Managers to manage complex ER cases confidently and proficiently.

## 2. Case Analysis

2.1 Overall, the total number of cases that were formally managed during year is slightly up from 2022/23, this is in line with what was identified in the half year report in January this year. The highest proportion of cases have been managed in the CYPE (43%) and ASCH (35%) Directorates (Appendix 1).

2.2 Analysis of activity over the last three years shows that the greatest volume of cases remains those which concern ill health (39%). During 2023/24 the HR/OD Team have continued work proactively with Managers in providing a range of health and wellbeing support and advice so that issues concerning health can be appropriately addressed at an early stage. Teams who have been identified to have a particularly high level of absence are supported with a range of targeted interventions. Case data indicates that Managers are continuing to take a proactive approach in invoking the formal process when informal support has not been successful.

2.3 The data identifies that disciplinary cases make up 32% of the total case activity. The analysis of the case data indicates that Managers are continuing to take a robust approach to managing conduct cases where necessary with HR advice and support.

2.4 The data for 2023/24 identifies that there has been slight increase in the number of resolution cases, which represent 9% of all case activity. Similarly, there has also been a slight increase in resolution cases concerning bullying and harassment and these represent 3.5% of the total of all cases. Case levels indicate that there is proactive approach by Managers in managing these cases formally when it has not been possible to resolve them through informal means.

2.5 The proportion of case activity concerned with the formal management of performance remains at similar levels as the previous two years (10%). 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 There has been a reduction in the number of Employment Tribunal cases, where claims are lodged against KCC, for 2023/24. The number of cases is lower than it has been for each of the last three years. There were nine claims, four are currently pending, where hearing dates have been arranged for either 2024 or 2025, four were settled and one claim was unsuccessful due to being out of time.

**3 Dismissal appeals heard by senior officers.**

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

3.2 From 1 April 2023 to 31 March 2024 there have been four appeals against dismissal which have been examined through the formal process. Of the four appeals, one was upheld and three were not upheld.

<b>Children Young People &amp; Education</b>	<b>4</b>	3 x Conduct  1 x Conduct	Appeal not upheld  Appeal upheld
<b>TOTAL</b>	<b>4</b>		

#### **4. Conclusions**

The ER case activity overall, has remained broadly in line with previous years and analysis shows there are no major upward trends. There has been a reduction in cases being considered at the Employment Tribunal.

#### **5. Recommendation:**

The Committee is asked to note the report of Employee Relations (ER) activity including senior officer appeals hearings and Employment Tribunal claims.

Report Author:

Jane Clayton, HR &OD Manager

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Relevant Director:

Paul Royel, Director of HR&OD

Telephone number Ext 416631

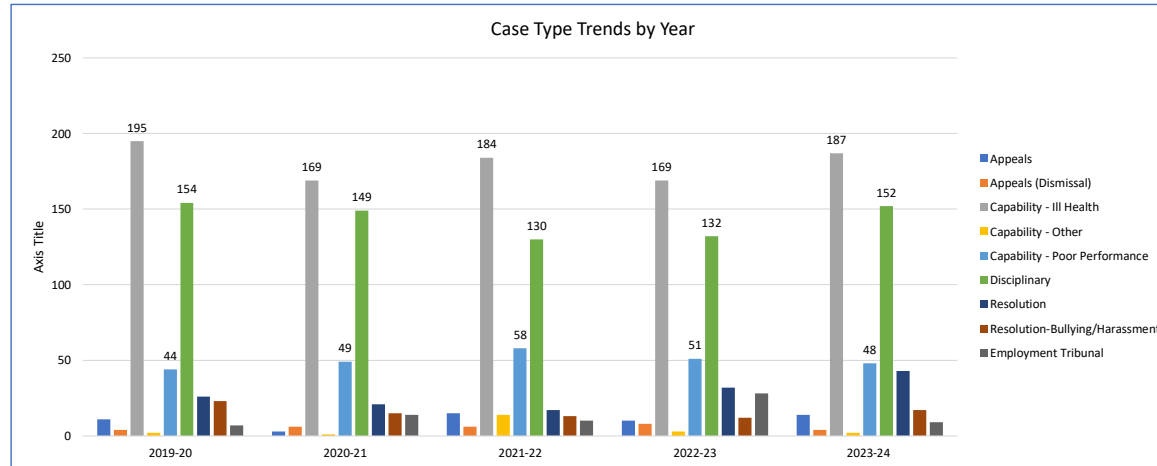
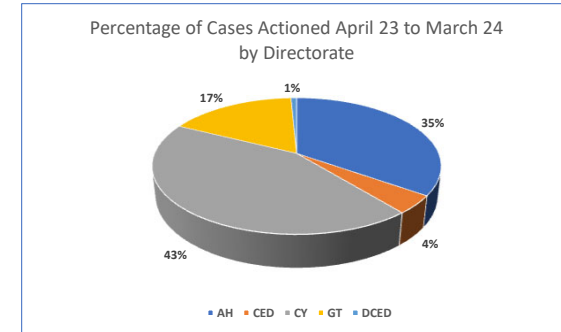
Email address [paul.royel@kent.gov.uk](mailto:paul.royel@kent.gov.uk)

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**Appendix 1**

April 2020 - March 2021		April 2021 - March 2022		April 2022 - March 2023		April 2023-March 2024	
Case Type	Total No.	Case Type	Total No.	Case Type	Total No.	Case Type	Total No.
Appeals	3	Appeals	15	Appeals	10	Appeals	14
Appeals (Dismissal)	6	Appeals (Dismissal)	7	Appeals (Dismissal)	8	Appeals (Dismissal)	4
Capability - Ill Health	169	Capability - Ill Health	184	Capability - Ill Health	169	Capability - Ill Health	187
Capability - Other	1	Capability - Other	14	Capability - Other	3	Capability - Other	2
Capability - Poor Performance	49	Capability - Poor Performance	58	Capability - Poor Performance	51	Capability - Poor Performance	48
Disciplinary	149	Disciplinary	130	Disciplinary	132	Disciplinary	152
Resolution	21	Resolution	19	Resolution	32	Resolution	43
Resolution-Bullying/Harassment	15	Resolution-Bullying/Harassment	10	Resolution-Bullying/Harassment	12	Resolution-Bullying/Harassment	17
Employment Tribunal	14	Employment Tribunal	17	Employment Tribunal	28	Employment Tribunal	9
<b>Grand Total</b>	<b>427</b>	<b>Grand Total</b>	<b>454</b>	<b>Grand Total</b>	<b>445</b>	<b>Grand Total</b>	<b>476</b>
	<b>Mar-21</b>		<b>Mar-22</b>		<b>Mar-23</b>		<b>Mar-24</b>
	<b>9298</b>		<b>9490</b>		<b>9509</b>		<b>9715</b>



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# Annual Workforce Profile Report

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

**To:** Personnel Committee

**Date:** 12 June 2024

**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 2023-24.

## Headlines

### 1. The Non-Schools Workforce

- The staffing level has increased by 213 FTE over the year.
- Rolling turnover has decreased over the year, to 11.9% excluding CRSS (Casual, Relief, Sessional and Supply) staff.
- Sickness has increased since March 2023 to 8.24 days lost per FTE.

### 2. The Directorates

- The largest decrease in FTE from the previous year was 16.2% in CED.
- The proportion of permanent contracts varies from 81.4% in GET to 95.2% in DCED.

## 2. The Non-Schools Workforce

### 2.1 Introduction

This section contains information about the non-schools' workforce as at 31 March 2024 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 £58,784.

### 2.2 Staffing levels

Staffing levels increased during the year to 7,873.8 FTE at the year end. This is 213.3 FTE higher than end of the last financial year. (7,660.5 FTE at 31 March 2023).

*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 3.6% (4.3% at 31 March 2023) and the proportion of CRSS\* (\*Casual, Relief, Sessional and Supply) contracts continued to reduce this year and now stands at 10% (11% at 31 March 2023).

In March 2024 there were 1,023 CRSS contracts and 30.6% 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 2024, there were 470 agency staff (436 at 31 March 2023) 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 2023-24 was £31,454,465, which equated to approximately 7.9% of the £368.8 million pay-bill for the year. (Figures for 2022-23 were a pay-bill of £341.7 million with agency staff costs accounting for 8.1% of this).

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

### 2.5. Staff by salary band

34.8% of staff are in the salary band KR6 or below, with a maximum full-time salary of £26,383 (35.9% at 31 March 2023). 73.9% of staff are on grades KR9 or below, earning a maximum full-time salary of £37,188 (74.2% at 31 March 2023). 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](http://kent.gov.uk).

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

## **2.6. Rolling turnover (excluding CRSS staff)**

Rolling turnover showed a decrease during 2023-24, to 11.9% in March 2024 (15.1% on 31 March 2023).

*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 71.4%, followed by Retirement at 11.3% and 'Other' at 11.2%.

*Appendix 9 shows the leavers by leaving reason.*

## **2.8. Redundancies**

During 2023-24, 40 employees were made redundant, 2 of which were 'End of fixed term contract'. In 2022-23 there were 10 redundancies. Redundancy payments for the year 2023-24 totalled £722,110 (£134,189 in 2022-23), indicating an average redundancy payment of £18,053 (£13,419 in 2022-23)\*.

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

## **2.9. Sickness performance indicator**

The sickness performance indicator calculates the working days lost per FTE, in 2023-24 this figure increased to 8.24 days per FTE (8.18 in 2022-23).

The 'Health and Well-being at Work' Survey report (September 2023, conducted by the CIPD in partnership with SimplyHealth) identified a marked increase in sickness absence; at 7.8 days on average per employee per year, which is the highest level in a decade. KCC non-schools workforce average sickness is 0.4 FTE higher than the survey's cohort.

*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)**

Most calendar days in 2023-24 were lost due to the following reasons, in descending order: 'Mental Health', 'Musculoskeletal', 'Stress – Not MH' and 'Gastrointestinal'. In 2022-23 most days were lost due to 'Musculoskeletal', 'Mental Health', 'COVID-19' and 'Gastrointestinal', in descending order.

Within the non-schools workforce, sickness due to 'Mental Health' accounts for 21% of calendar days lost, an increase from the previous year (16.7% in 2022-23). 'Mental Health' as a sickness reason overtook previously highest reason of 'Musculoskeletal' by 1.9% in 2023-24.

Findings of the 'Health and Well-being at Work' Survey report mirror those of KCC non-schools workforce, with 'Mental Health' being the largest contributor to the sickness figures. Mental Health remains the most common focus of organisations' wellbeing activity, with more than half of respondents reporting their activity is focused on this area 'to a large extent' ('Health and Well-being at Work' Survey). Stress also continues to be one of the main causes of short- and long-term absence. Overall, 76% of respondents report some stress-related absence in their organisation over the last year ('Health and Well-being at Work' Survey). 'Stress – Not MH' is the third highest contributor to KCC non-schools workforce sickness at 9% (7.7% in 2022-23). According to 'Health and Well-being at Work' Survey, heavy workloads remain by far the most common cause of stress-related absence, followed by management style.

Covid-19 and Long Covid still continue to impact sickness performance, although to a lesser extent compared to previous year: sickness due to Covid-19 and Long Covid accounts for 5.9% of calendar days lost (11.8% in 2022-23).

*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 2023 figures in brackets.

The percentage of female staff has remained consistent at 79.7% (79.6%) and the proportion of female members in the Leadership group has increased slightly at 62.1% (61.7%).

The percentage of staff from an Ethnic Minority background has increased this year, to 9.4% (8.2%). The proportion of staff in the Leadership group increased to 7.1% (5.8%).

Disabled staff figures have increased making up 5.8% of staff in the non-schools workforce (5.1%) with 4.1% of those in the Leadership group (4.7%).

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 2023-24 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 2024, the average age was 45.9, which has remained consistent with the previous year (45.9).

### **2.13.2. Age performance indicators (excludes CRSS staff)**

The proportion of staff aged 30 or under has decreased over the year, at 15% (15.7% in March 2023). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group at 53.3% than in the non-schools workforce at 41.4%.

*Full age performance indicators results are shown at Appendix 3.*

## **2.14. Apprentices**

As at March 2024 there were 174 apprenticeship training starts in the non-schools workforce.

## **2.15. Spans and layers**

The non-schools workforce had a structure with a maximum of 10 layers as at 31 March 2024 with managers having an average span of 5.5 FTE. Within the structure there were 144 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 2024. 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 CED, where there was a decrease in FTE of 16.2%. This is due to CED Strategic Commissioning restructure, resulting in the split and staff number dissemination into each of the other directorates. As a result, staffing levels in ASCH saw an increase of 6.2% when compared to the previous year, followed by CYPE with 5.4% increase.

*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 81.4% in GET to 95.2% in DCED. CED has the highest proportion of temporary contracts at 1%, followed by GET at 0.9%. The highest proportion of fixed-term contracts is within CED at 8.7%. GET and CYPE have the highest proportion of CRSS contracts, 14.6% in GET and 13.1% in CYPE, whereas the proportion of CRSS contracts in ASCH and CED is much lower at 5.3% and 0.9% 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 2024, there were agency staff working in all the Directorates. The numbers varied from 17 in GET to 354 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 7.8%. When the group of younger staff is extended to take into account staff aged 30 or under, the figure in CED rises to 20.9%

Staff aged 50 or over account for 49.2% of those in GET, but only 27.5% in CED. All Directorates employ staff aged 65 or over, however GET has the highest percentage at 8.8% and CED has the lowest at 1%, followed by DCED at 3%.

### 3.6. Sickness performance indicators

Once again, the sickness rates varied noticeably between Directorates, from the lowest in CED at 4.10 days lost per FTE, to 11.79 days lost per FTE in ASCH.

*Appendix 6 provides detailed information on sickness levels.*

### 3.7. Staff by salary band

Distribution across the salary bands varies considerably between the Directorates. The proportion of contracts at KR6 & below varies from 18% in DCED to 46.8% in GET. DCED and CED have the highest proportion of staff on more highly graded contracts (KR14 & above): 6.3% in DCED and 5.3% in CED.

*Appendix 4 shows detailed information on staff by salary band.*

### **3.8. Turnover (excluding CRSS staff)**

Overall turnover levels have decreased to 11.9% during 2023-24 (15.1% in 2022-23). The turnover rate is lowest in CED at 8.5%, followed by GET at 9.9%. Turnover in ASCH is at 11.1% (15.4% in 2022-23). CYPE continues to have the highest turnover at 14.3% (17.4% in 2022-23).

### **3.9. Equality**

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

The percentage of female staff is highest in CYPE and ASCH directorates at 86.7% and 85.7% respectively, and lowest in GET at 63.7%. The figures for the Leadership population range from 38.5% in GET (37.3% in 2022-23) to 73% in ASCH (75.4% in 2022-23).

The percentage of staff from an Ethnic Minority background varies from 5% in GET to 12.2% in ASCH. Within the Leadership groups, the figures range from 3.9% in GET to 10.5% in CED.

The proportion of Disabled staff varies from 4% in CED to 6.4% in DCED, and the proportion in the Leadership groups varies from 3.2% in ASCH to 7.9% 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

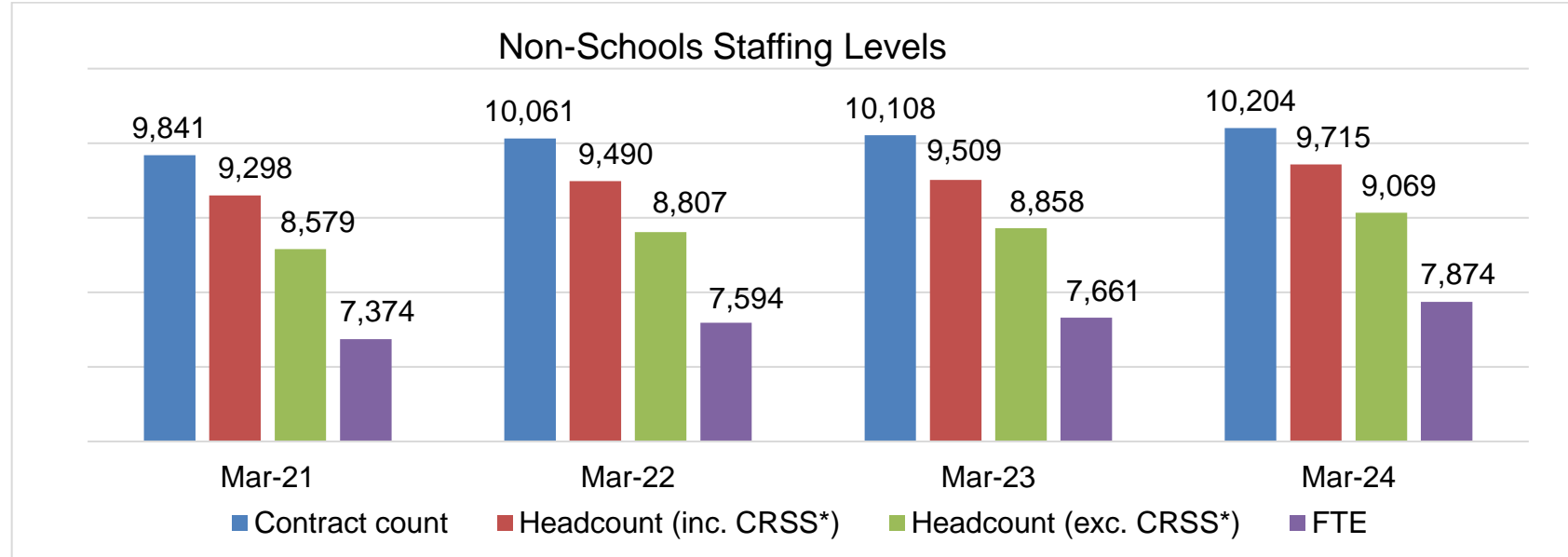


## Appendix 1 – Staffing Levels

### Non-Schools Workforce: Staffing Levels

	Mar-21	Mar-22	Mar-23	Mar-24	Change Mar-23 to Mar-24	% Mar-23 to Mar-24
Contract count	9,841	10,061	10,108	<b>10,204</b>	96	0.9%
Headcount (inc. CRSS*)	9,298	9,490	9,509	<b>9,715</b>	206	2.1%
Headcount (exc. CRSS*)	8,579	8,807	8,858	<b>9,069</b>	211	2.3%
FTE	7,374	7,594	7,661	<b>7,874</b>	213	2.7%

\*CRSS = Casual Relief, Sessional & Supply

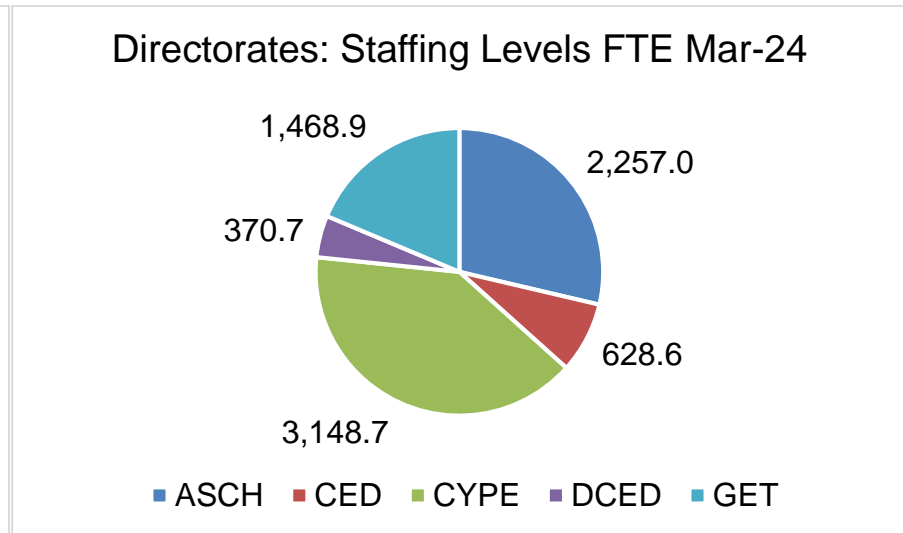
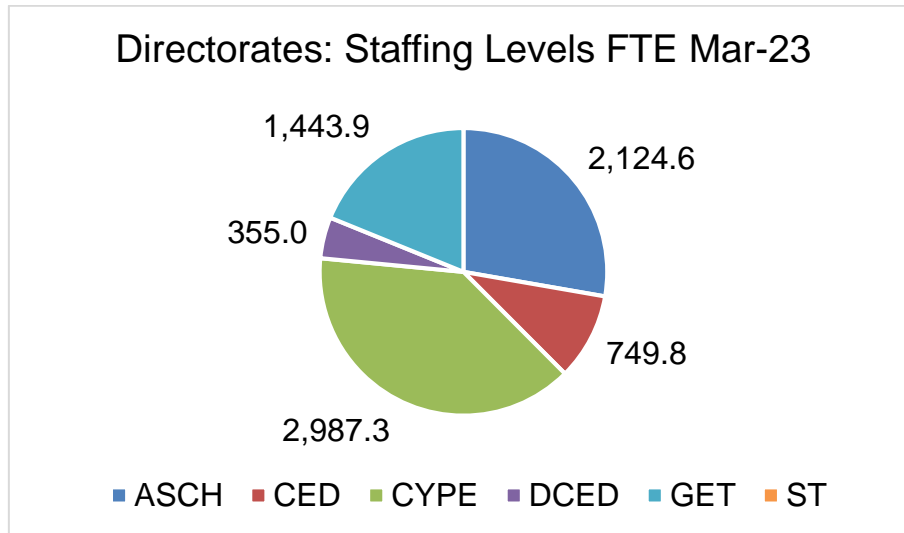


**Directorates: Staffing Levels**

Directorate	Contract Count Mar-23	Contract Count Mar-24	Headcount (Inc CRSS) Mar-23	Headcount (Inc CRSS) Mar-24	Headcount (exc CRSS) Mar-23	Headcount (exc CRSS) Mar-24	FTE Mar-23	FTE Mar-24
ASCH	2,669	<b>2,746</b>	2,511	<b>2,637</b>	2,441	<b>2,577</b>	2,124.6	<b>2,257.0</b>
CED	803	<b>676</b>	801	<b>672</b>	798	<b>669</b>	749.8	<b>628.6</b>
CYPE	3,961	<b>4,099</b>	3,743	<b>3,895</b>	3,360	<b>3,517</b>	2,987.3	<b>3,148.7</b>
DCED	382	<b>394</b>	382	<b>394</b>	382	<b>394</b>	355.0	<b>370.7</b>
GET	2,293	<b>2,289</b>	2,104	<b>2,144</b>	1,885	<b>1,917</b>	1,443.9	<b>1,468.9</b>

\*CRSS = Casual Relief, Sessional & Supply

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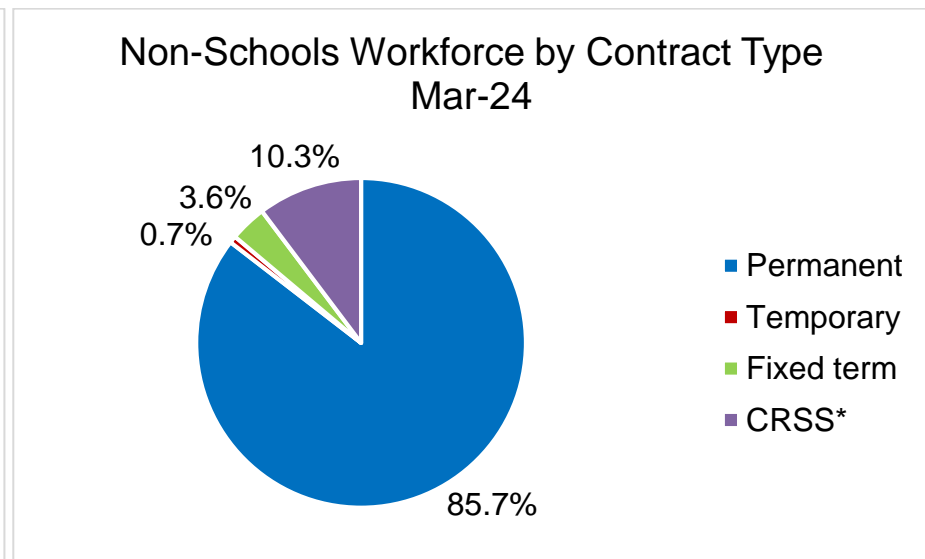
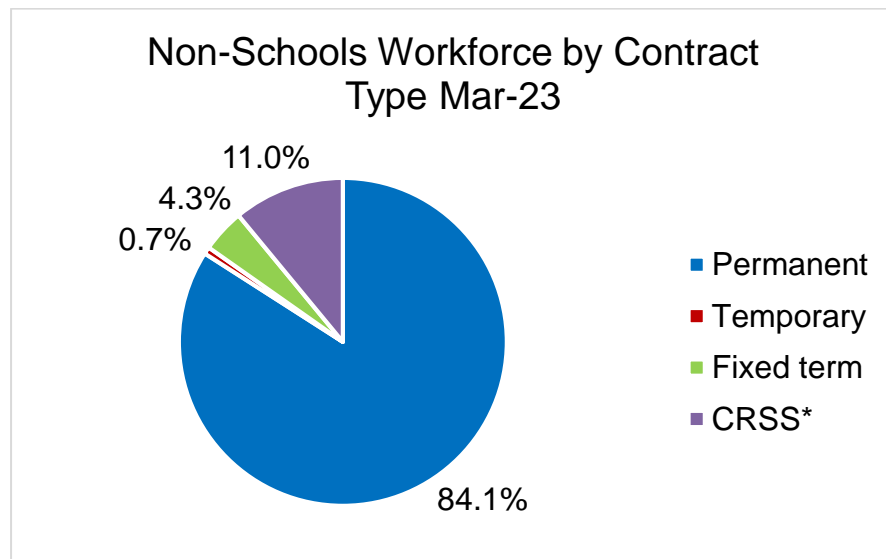
## Appendix 2 – Contract Types

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

	Mar-23 Count	Mar-23 %	Mar-24 Count	Mar-24 %
Permanent	8,496	84.1%	<b>8,744</b>	<b>85.7%</b>
Temporary	71	0.7%	<b>70</b>	<b>0.7%</b>
Fixed term	431	4.3%	<b>367</b>	<b>3.6%</b>
CRSS*	1,110	11.0%	<b>1,023</b>	<b>10.3%</b>
<b>Total</b>	<b>10,108</b>	<b>100%</b>	<b>10,204</b>	<b>100%</b>

\*CRSS = Casual Relief, Sessional & Supply

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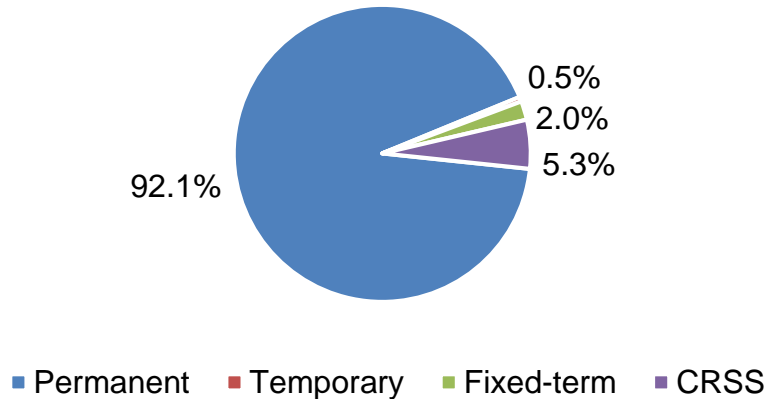


**Directorates: Staff by Contact Type (Grouped)**

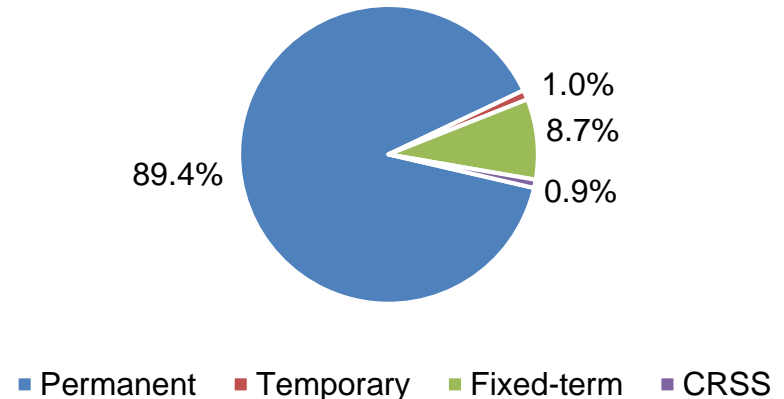
Directorates	Permanent Mar-23	Permanent Mar-24	Temporary Mar-23	Temporary Mar-24	Fixed-term Mar-23	Fixed-term Mar-24	CRSS Mar-23	CRSS Mar-24
ASCH	90.0%	<b>92.1%</b>	0.5%	<b>0.5%</b>	2.3%	<b>2.0%</b>	7.2%	<b>5.3%</b>
CED	86.9%	<b>89.4%</b>	0.8%	<b>1.0%</b>	11.7%	<b>8.7%</b>	0.6%	<b>0.9%</b>
CYPE	81.0%	<b>82.3%</b>	1.0%	<b>0.7%</b>	4.2%	<b>4.0%</b>	13.8%	<b>13.1%</b>
DCED	93.2%	<b>95.2%</b>	1.1%	<b>0.3%</b>	5.8%	<b>4.6%</b>	0.0%	<b>0.0%</b>
GET	79.9%	<b>81.4%</b>	0.4%	<b>0.9%</b>	3.8%	<b>3.1%</b>	15.9%	<b>14.6%</b>

\*CRSS = Casual Relief, Sessional & Supply staff.

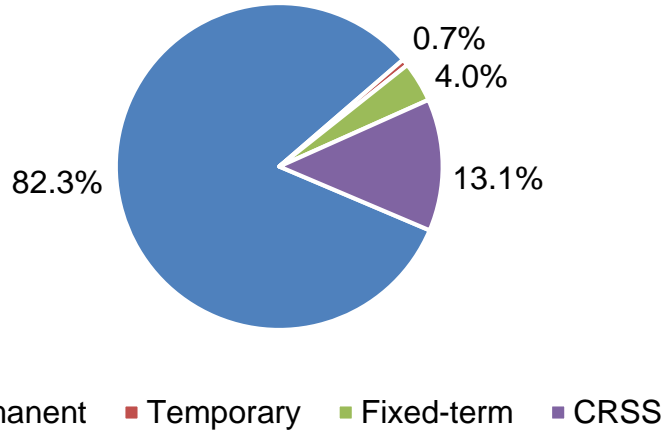
**Adult Social Care and Health**



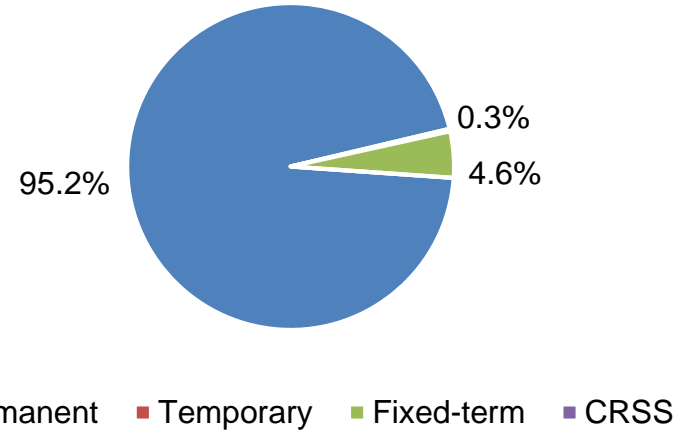
**Chief Executive's Department**



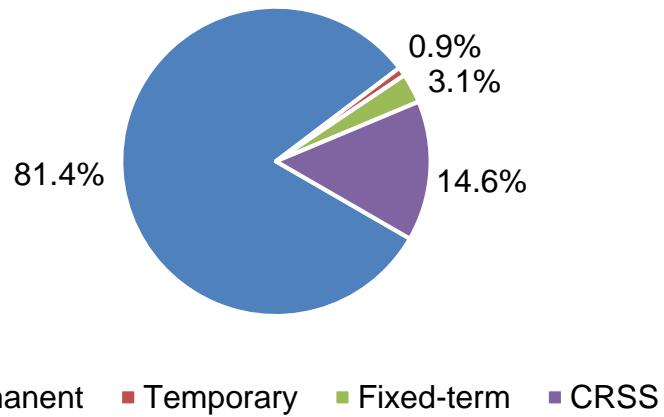
### Children, Young People and Education



### Deputy Chief Executive's Department



### Growth, Environment and Transport



\*CRSS = Casual Relief, Sessional & Supply staff.

## Appendix 3 – Equalities

### *Non-Schools Workforce (excluding CRSS\*)*

	All Staff Mar-23	All Staff Mar-24	Leadership Group Mar-23	Leadership Group Mar-24	Kent County - 2011 Census	Kent County - 2021 Census
Female	79.6%	<b>79.7%</b>	61.7%	<b>62.1%</b>	51.1%	51.2%
Ethnic Minority	8.2%	<b>9.4%</b>	5.8%	<b>7.1%</b>	6.3%	10.6%
Disabled	5.1%	<b>5.8%</b>	4.7%	<b>4.1%</b>	17.6%	17.8%
Faith/Religion	45.6%	<b>45.7%</b>	43.0%	<b>43.1%</b>	66.0%	53.4%
LGBQ+	3.3%	<b>3.4%</b>	2.6%	<b>3.3%</b>		2.7%
Transgender	0.4%	<b>0.4%</b>	0.3%	<b>0.3%</b>		0.2%
aged 25 and under	6.7%	<b>5.8%</b>	0.3%	<b>0.0%</b>		
aged 30 and under	15.7%	<b>15.0%</b>	1.0%	<b>0.5%</b>		
aged 31 - 49	42.7%	<b>43.6%</b>	45.1%	<b>46.2%</b>		
aged 50 and over	41.6%	<b>41.4%</b>	53.8%	<b>53.3%</b>		
aged 65 and over	4.7%	<b>4.8%</b>	3.1%	<b>3.3%</b>		

### *Directorates: All Staff (excluding CRSS\*)*

Directorate	Female Mar-24	Ethnic Minority Mar-24	Disabled Mar-24	LGBQ+ Mar-24	Faith/Religion Mar-24	Transgender Mar-24
ASCH	85.7%	12.2%	5.9%	3.1%	48.9%	0.4%
CED	73.2%	8.4%	4.0%	4.5%	35.4%	0.6%
CYPE	86.7%	10.0%	6.0%	3.6%	46.4%	0.3%
DCED	67.5%	8.4%	6.4%	3.3%	39.9%	0.0%
GET	63.7%	5.0%	5.5%	3.1%	44.8%	0.6%

\*CRSS = Casual Relief, Sessional & Supply staff.

**Directorates: Leadership Group (excluding CRSS\*)**

Directorate	Female Mar-24	Ethnic Minority Mar-24	Disabled Mar-24	LGBQ+ Mar-24	Faith/Religion Mar-24	Transgender Mar-24
ASCH	73.0%	7.9%	3.2%	6.4%	54.0%	1.6%
CED	58.2%	10.5%	4.5%	0.0%	41.8%	0.0%
CYPE	68.1%	6.9%	3.5%	4.2%	38.2%	0.0%
DCED	60.5%	5.3%	7.9%	2.6%	44.7%	0.0%
GET	38.5%	3.9%	3.9%	1.9%	44.2%	0.0%

**Directorates: All staff (excluding CRSS\*)**

Directorate	Aged 25 and Under	Aged 30 and under	Aged 50 and over	Aged 65 and over
ASCH	3.6%	11.8%	45.0%	5.4%
CED	7.8%	20.9%	27.5%	1.0%
CYPE	6.4%	16.2%	37.0%	3.2%
DCED	5.1%	12.4%	43.1%	3.0%
GET	6.9%	15.4%	49.2%	8.8%

**Directorates: Leadership Group (excluding CRSS\*)**

Directorate	Aged 25 and Under	Aged 30 and under	Aged 50 and over	Aged 65 and over
ASCH	0.0%	0.0%	60.3%	3.2%
CED	0.0%	0.0%	41.8%	1.5%
CYPE	0.0%	0.7%	52.8%	4.2%
DCED	0.0%	2.6%	60.5%	0.0%
GET	0.0%	0.0%	55.8%	5.8%

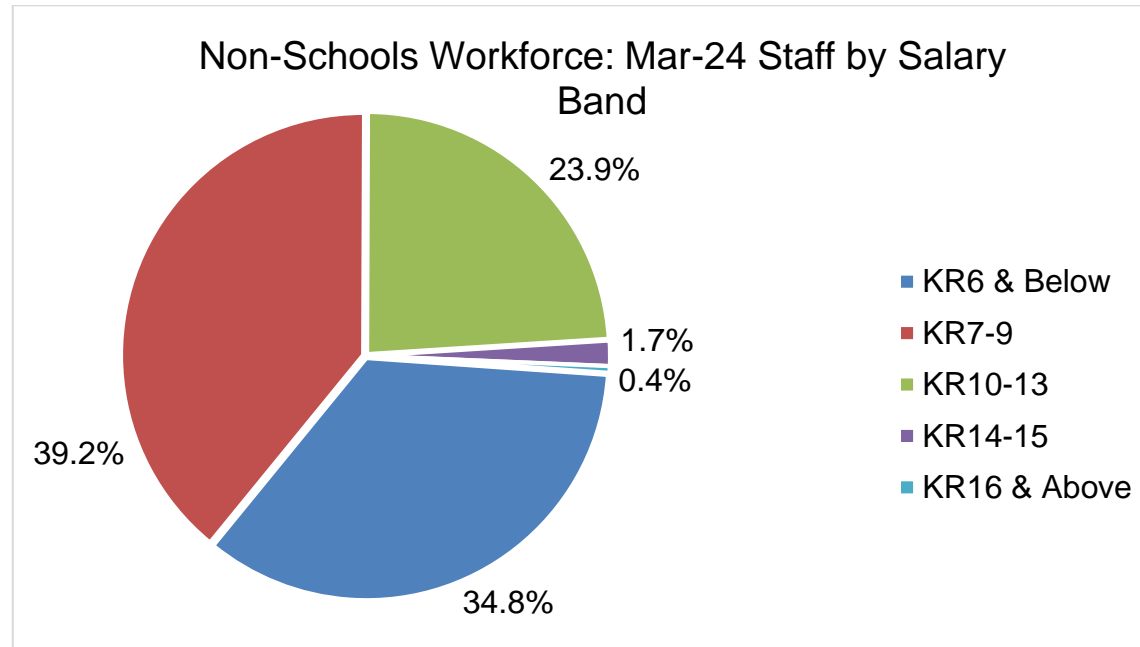
CRSS = Casual, Relief, Sessional and Supply staff.

Leadership Group = staff with a minimum salary of £58,784 (equivalent to minimum of KR13)

## Appendix 4 – Salaries

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

Grade	Count Mar-23	Mar-23 %	Count Mar-24	Mar-24 %
KR6 & Below	3,165	35.9%	<b>3,154</b>	<b>34.8%</b>
KR7-9	3,380	38.3%	<b>3,550</b>	<b>39.2%</b>
KR10-13	2,098	23.8%	<b>2,170</b>	<b>23.9%</b>
KR14-15	147	1.7%	<b>152</b>	<b>1.7%</b>
KR16 & Above	35	0.4%	<b>40</b>	<b>0.4%</b>
<b>Total</b>	<b>8,825</b>	<b>100.0%</b>	<b>9,066</b>	<b>100.0%</b>





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

Grade	ASCH Mar-23	ASCH Mar-24	CED Mar-23	CED Mar-24	CYPE Mar-23	CYPE Mar-24	GET Mar-23	GET Mar-24	DCED Mar-23	DCED Mar-24
KR6 & Below	43.5%	<b>40.7%</b>	20.9%	<b>21.7%</b>	28.8%	<b>28.0%</b>	48.2%	<b>46.8%</b>	14.7%	<b>18.0%</b>
KR7-9	37.2%	<b>38.3%</b>	34.5%	<b>34.8%</b>	44.7%	<b>44.9%</b>	33.0%	<b>34.1%</b>	23.3%	<b>26.7%</b>
KR10-13	18.5%	<b>19.7%</b>	39.7%	<b>38.2%</b>	24.2%	<b>24.8%</b>	17.6%	<b>18.1%</b>	54.9%	<b>49.0%</b>
KR14-15	0.5%	<b>0.8%</b>	3.5%	<b>3.8%</b>	2.1%	<b>2.1%</b>	0.9%	<b>0.8%</b>	5.8%	<b>4.8%</b>
KR16 & above	0.4%	<b>0.5%</b>	1.4%	<b>1.5%</b>	0.1%	<b>0.1%</b>	0.3%	<b>0.3%</b>	1.4%	<b>1.5%</b>

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

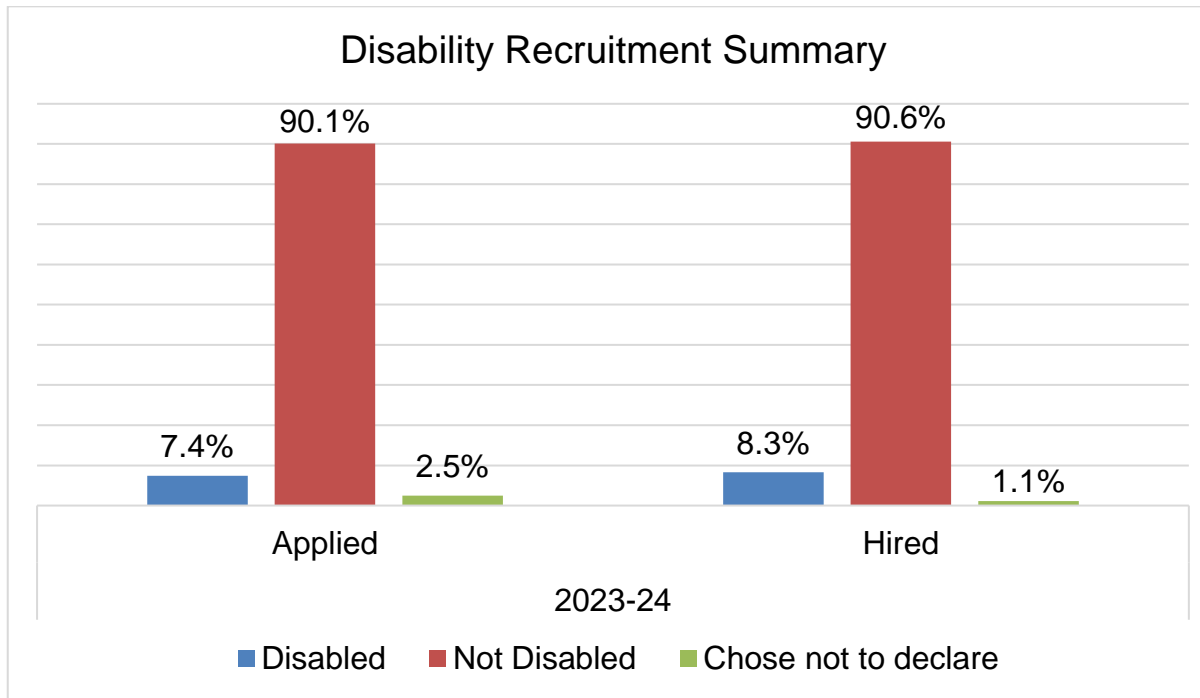
\*CRSS = Casual Relief, Sessional & Supply staff.

**Appendix 5 – Recruitment**

Further development within the Recruitment dataset has been carried out in 2023-24 to review and improve the way diversity data is reported at each stage of the recruitment cycle. Therefore, data provided previously (for 2022-23) will differ to this year's report. Historical figures have been updated to reflect the development undertaken.

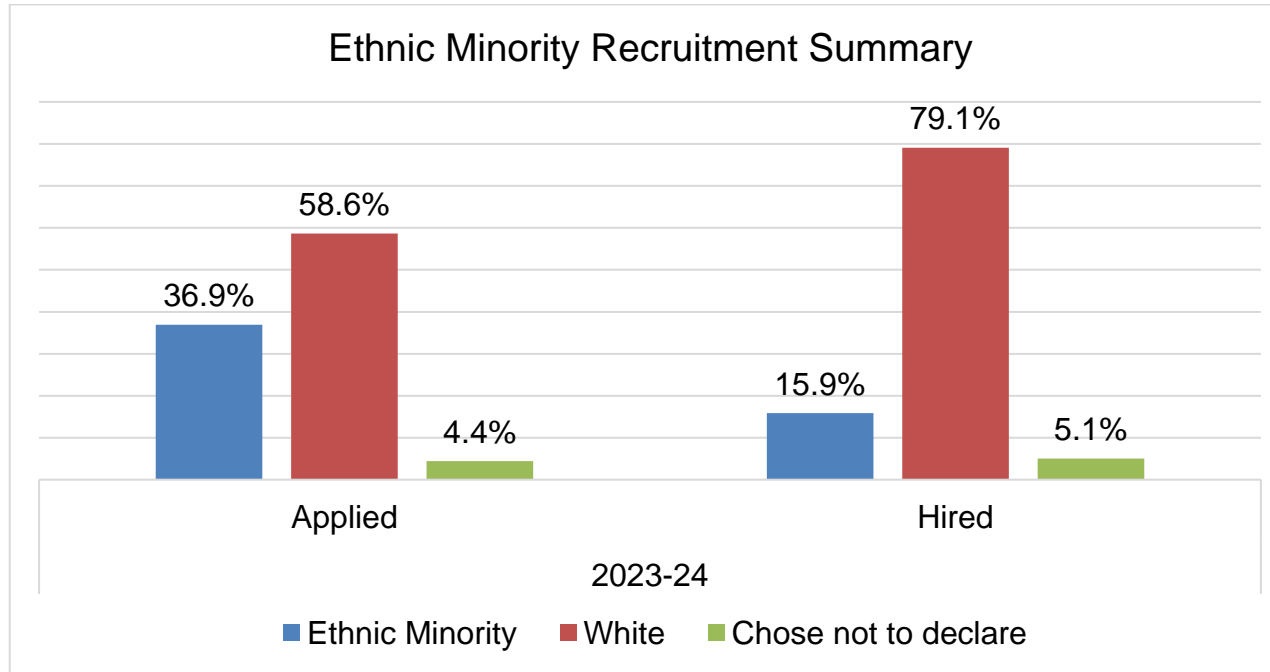
**Disability Summary**

	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired
Disabled	1,890	684	112	<b>2,728</b>	<b>645</b>	<b>101</b>
Not Disabled	24,810	7,106	1,280	<b>33,241</b>	<b>5,548</b>	<b>1,109</b>
Chose not to declare	91	92	16	<b>916</b>	<b>116</b>	<b>14</b>



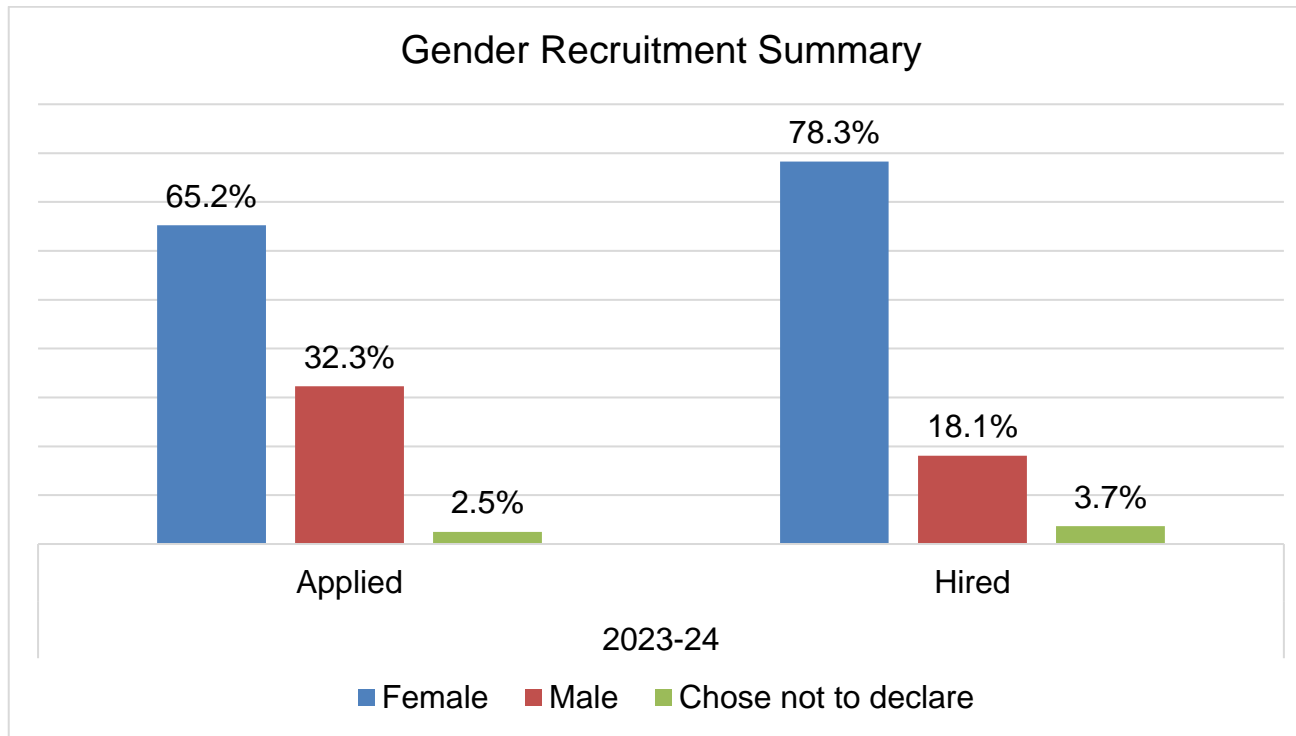
**Ethnic Minority Summary**

	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired
Ethnic Minority	7,292	1,848	167	<b>13,624</b>	<b>1,528</b>	<b>194</b>
White	18,421	5,673	1,155	<b>21,630</b>	<b>4,464</b>	<b>968</b>
Chose not to declare	1,078	361	86	<b>1,631</b>	<b>317</b>	<b>62</b>



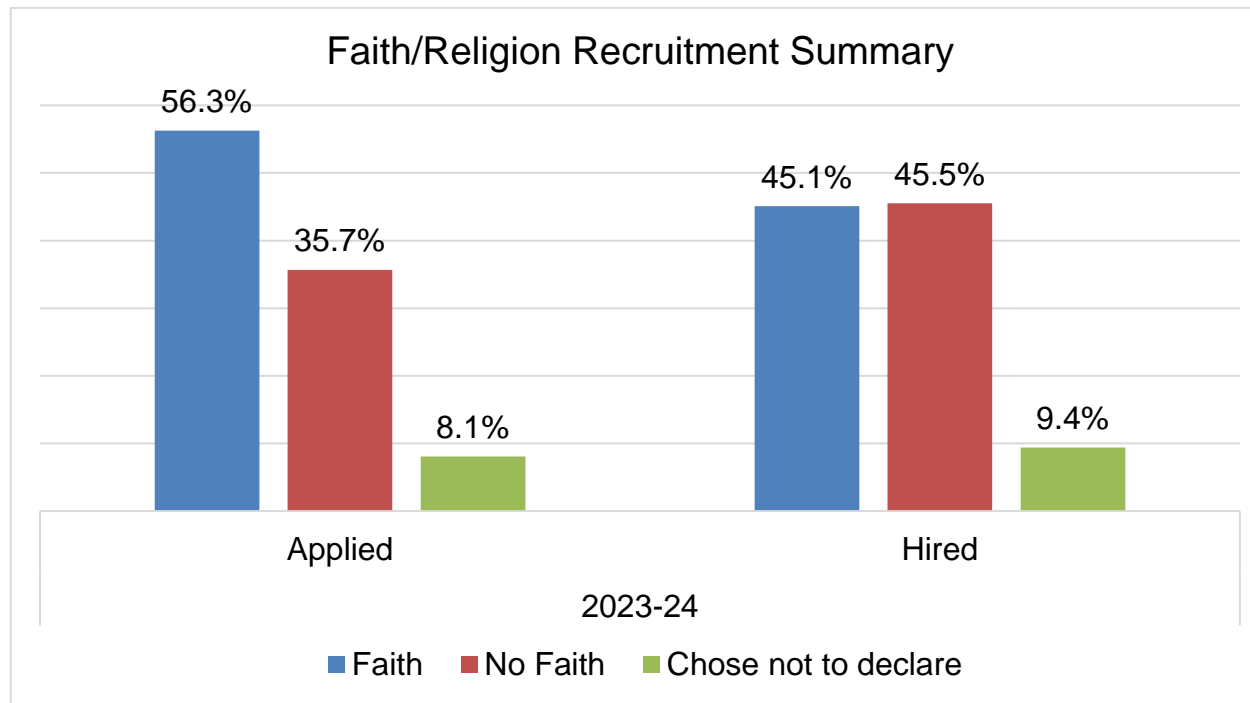
**Gender Summary**

	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired
Female	17,773	5,485	1,093	<b>24,065</b>	<b>4,658</b>	<b>958</b>
Male	8,562	2,223	253	<b>11,910</b>	<b>1,452</b>	<b>221</b>
Chose not to declare	456	174	62	<b>910</b>	<b>199</b>	<b>45</b>



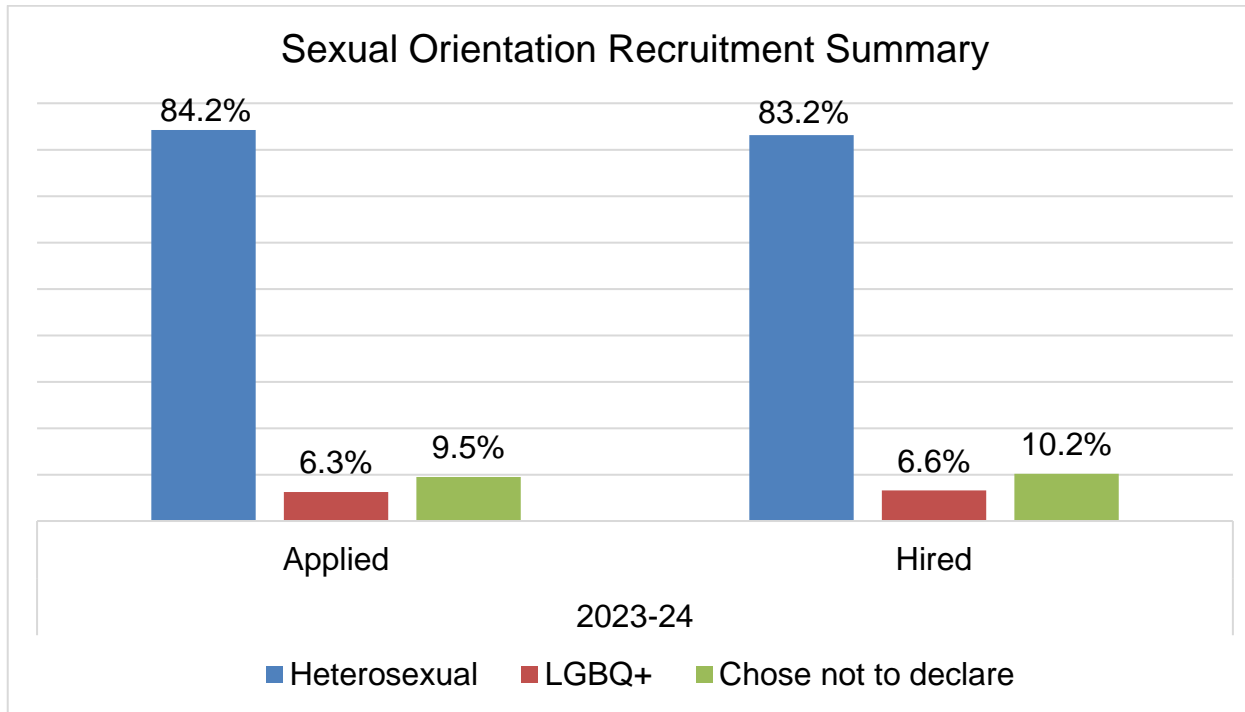
**Faith/Religion Summary**

	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired
Faith/Religion	13,632	3,902	598	<b>20,751</b>	<b>3,141</b>	<b>552</b>
No Faith/Religion	11,242	3,359	669	<b>13,160</b>	<b>2,577</b>	<b>557</b>
Chose not to declare	1,917	621	141	<b>2,974</b>	<b>591</b>	<b>115</b>



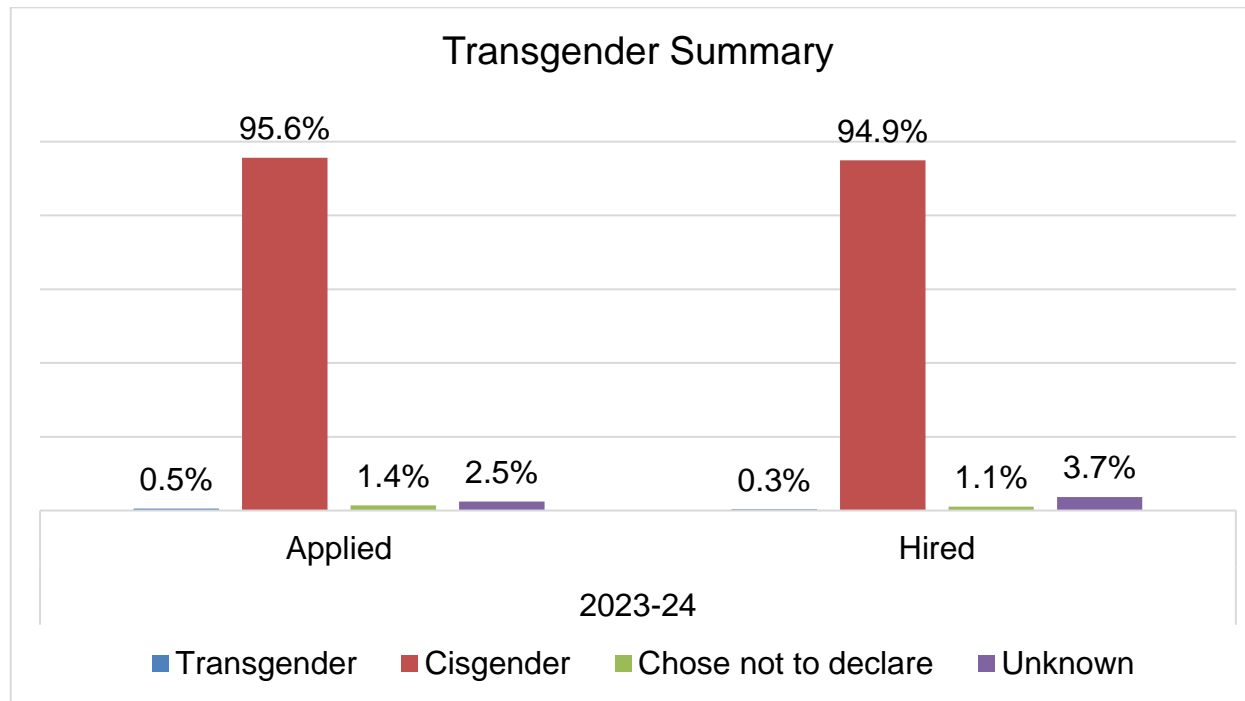
**Sexual Orientation Summary**

	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired
LGBQ+	1,729	519	78	<b>2,309</b>	<b>401</b>	<b>81</b>
Heterosexual	22,793	6,670	1,183	<b>31,068</b>	<b>5,260</b>	<b>1,018</b>
Chose not to declare	2,269	693	147	<b>3,508</b>	<b>648</b>	<b>125</b>



**Transgender Summary**

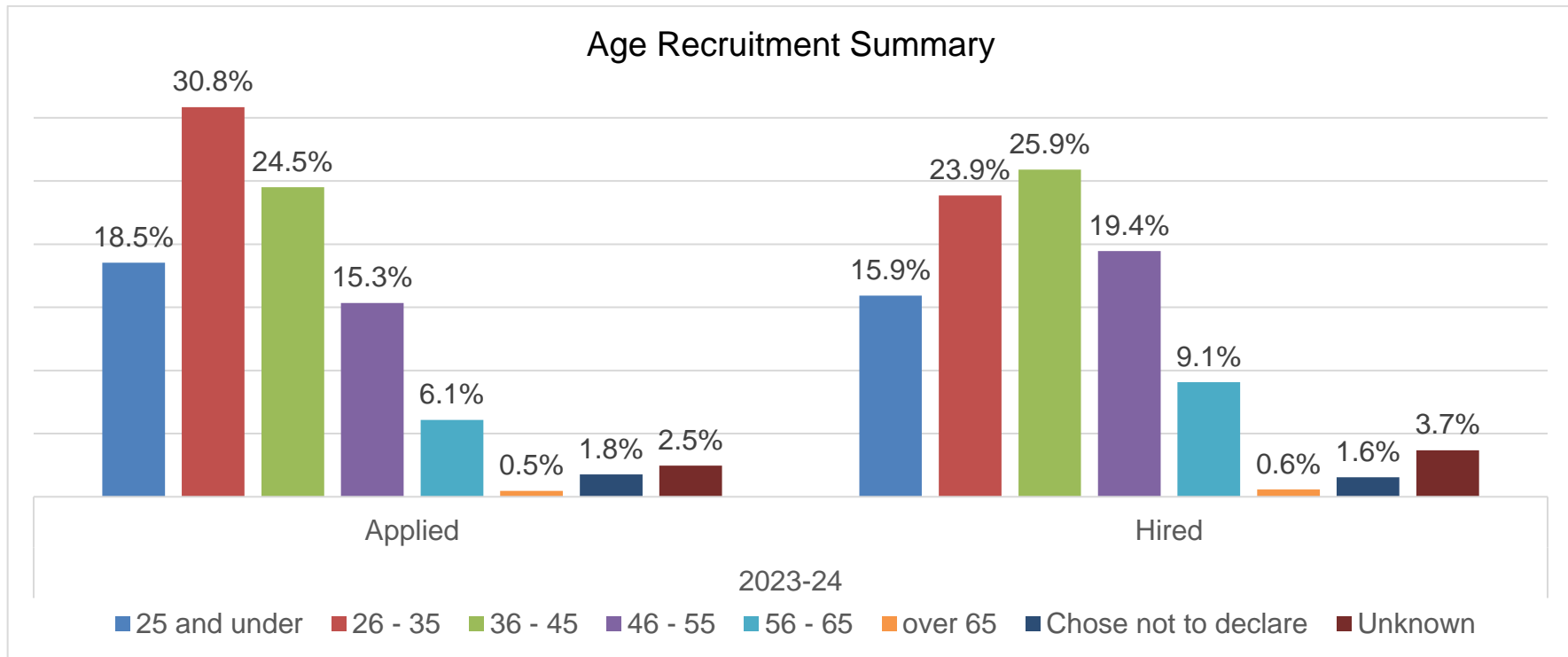
	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired
Transgender	161	48	2	<b>194</b>	<b>34</b>	<b>4</b>
Cisgender	25,807	7,538	1,322	<b>35,272</b>	<b>5,986</b>	<b>1,162</b>
Chose not to declare	367	122	22	<b>510</b>	<b>90</b>	<b>13</b>



### Age Summary

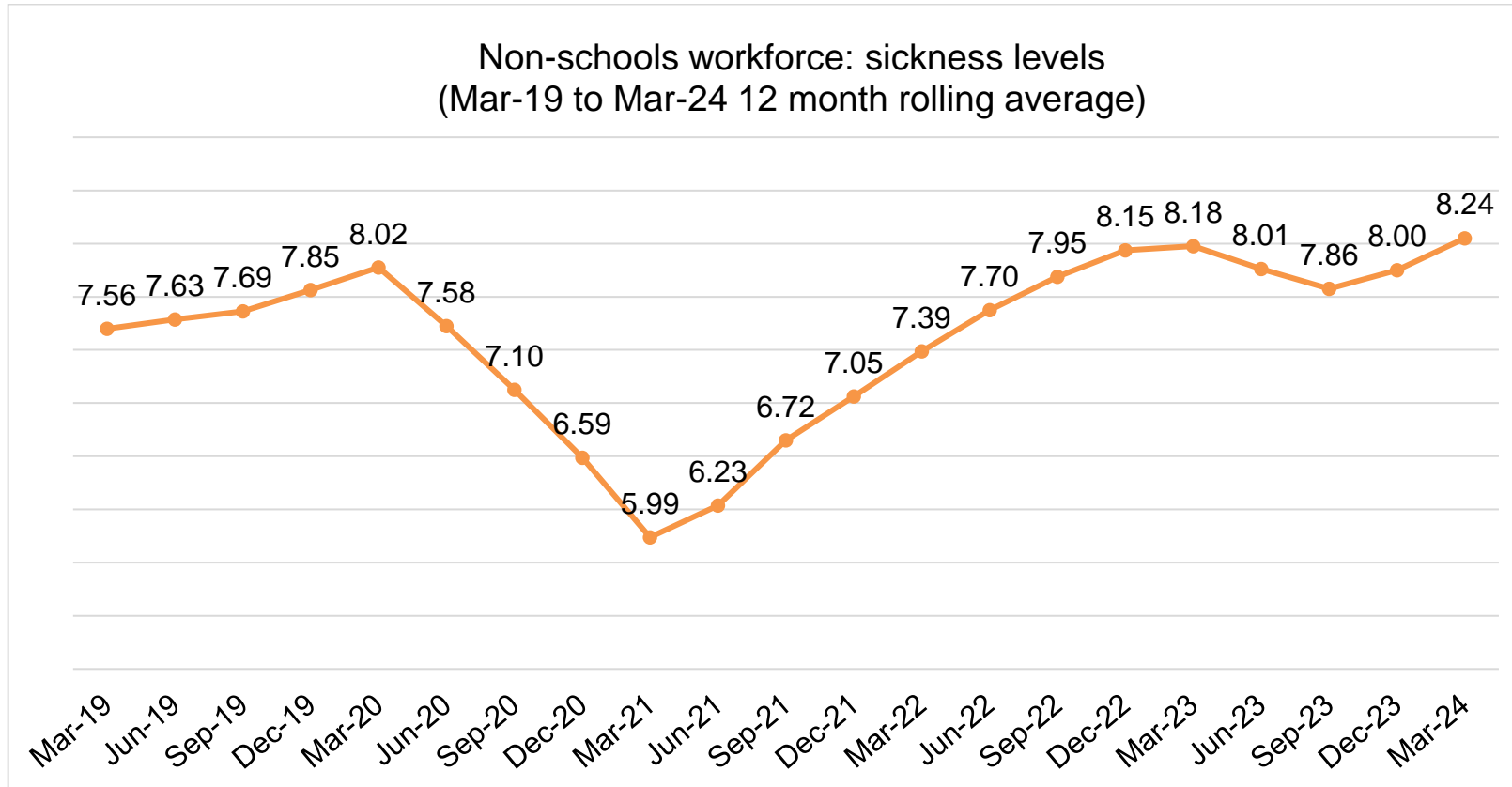
	2022-23 Applied	2022-23 Shortlisted	2022-23 Hired	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired
25 and under	5,542	1,498	239	<b>6,831</b>	<b>931</b>	<b>195</b>
26 - 35	8,004	2,148	335	<b>11,376</b>	<b>1,763</b>	<b>292</b>
36 - 45	6,089	1,853	337	<b>9,042</b>	<b>1,547</b>	<b>317</b>
46 - 55	4,220	1,376	284	<b>5,660</b>	<b>1,226</b>	<b>238</b>
56 - 65	1,965	659	112	<b>2,240</b>	<b>502</b>	<b>111</b>
over 65	123	40	16	<b>174</b>	<b>23</b>	<b>7</b>
Chose not to declare	392	134	23	<b>653</b>	<b>118</b>	<b>19</b>

### Age Recruitment Summary





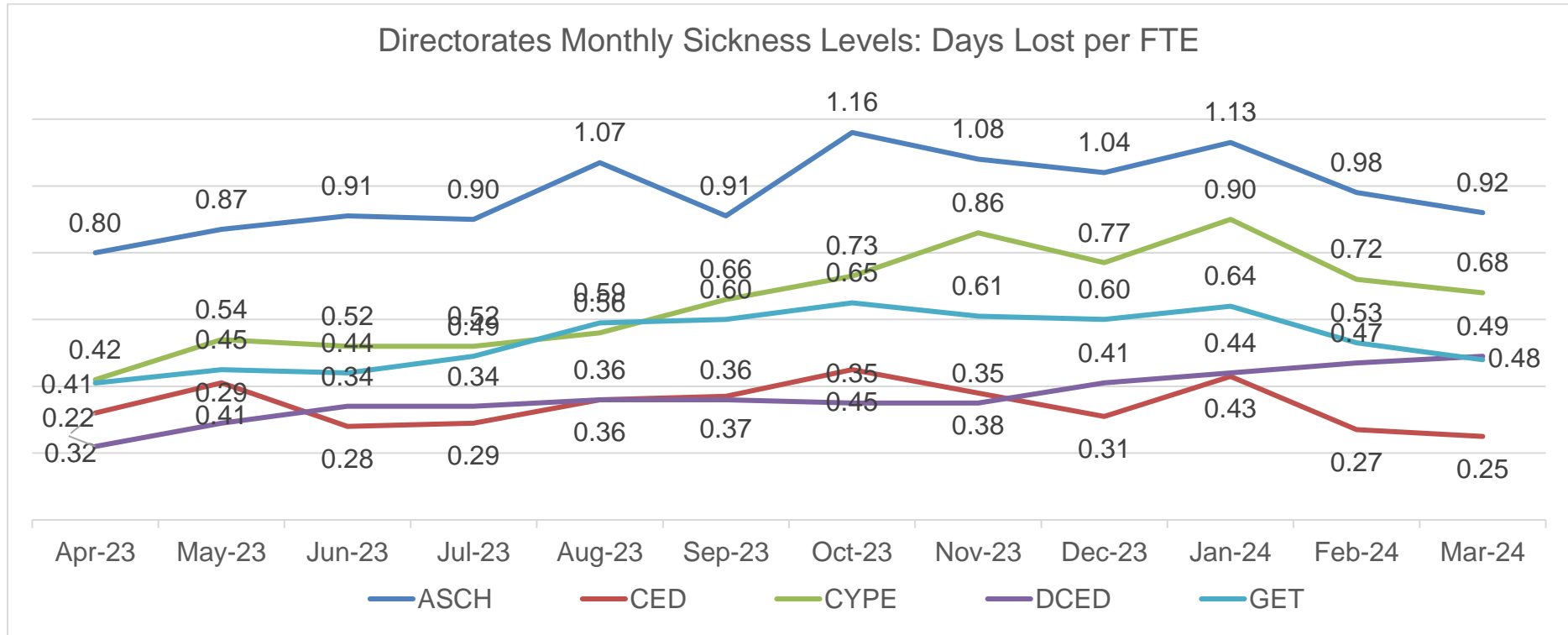
Appendix 6 - Sickness



**Non-Schools Workforce: Sickness Levels**

Month	Days lost per FTE in month	12 month rolling average
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
Jun-23	0.58	8.01
Sep-23	0.68	7.86
Dec-23	0.76	8.00
Mar-24	0.66	8.24

**Directorates: Sickness Days Lost per FTE**



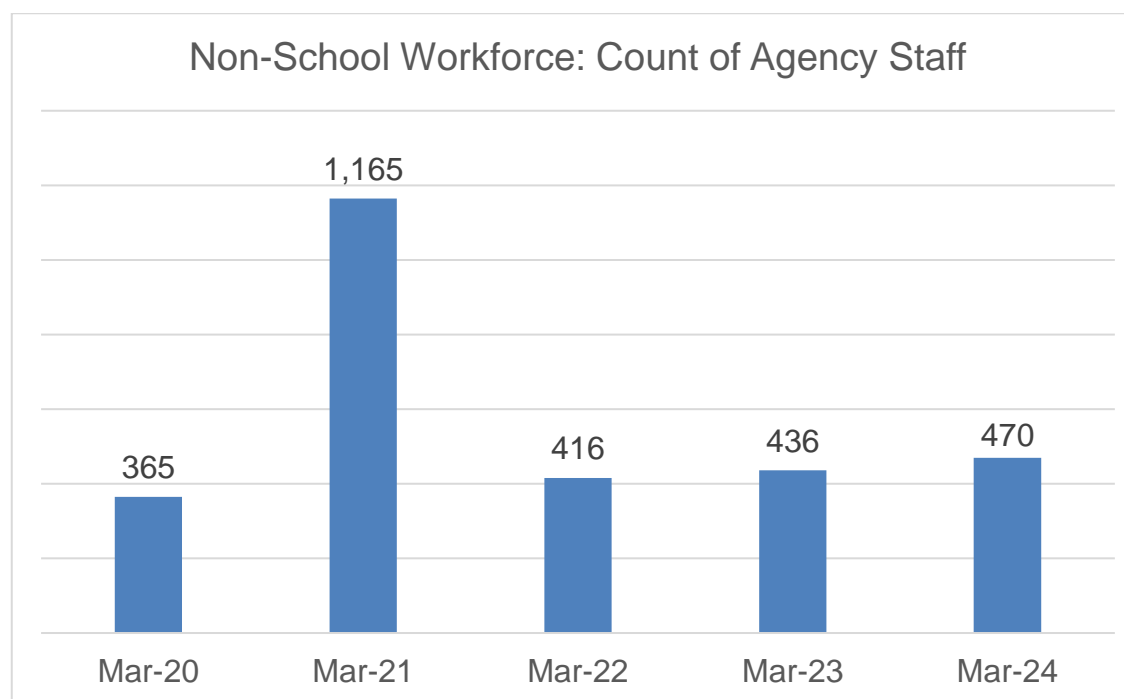
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	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	TOTAL
ASCH	0.80	0.87	0.91	0.90	1.07	0.91	1.16	1.08	1.04	1.13	0.98	0.92	<b>11.79</b>
CED	0.32	0.41	0.28	0.29	0.36	0.37	0.45	0.38	0.31	0.43	0.27	0.25	<b>4.10</b>
CYPE	0.42	0.54	0.52	0.52	0.56	0.66	0.73	0.86	0.77	0.90	0.72	0.68	<b>7.91</b>
DCED	0.22	0.29	0.34	0.34	0.36	0.36	0.35	0.35	0.41	0.44	0.47	0.49	<b>6.47</b>
GET	0.41	0.45	0.44	0.49	0.59	0.60	0.65	0.61	0.60	0.64	0.53	0.48	<b>8.24</b>

## Appendix 7 – Agency Staff

### *Non-Schools Workforce: Agency Staff*

	2021-22	2022-23 excluding COVID	2022-23 including COVID	2023-24
Count of agency staff at year end	416	436		<b>470</b>
Spend in year	£20,726,784	£29,712,090	£30,142,997	<b>£31,454,465</b>
Staffing budget for year	£323,108,207	£340,120,463	£341,754,762	<b>£368,841,615</b>
Agency spend in year as % of staffing budget	6.0%	8.0%	8.1%	<b>7.9%</b>



**Directorates: Agency Staff**

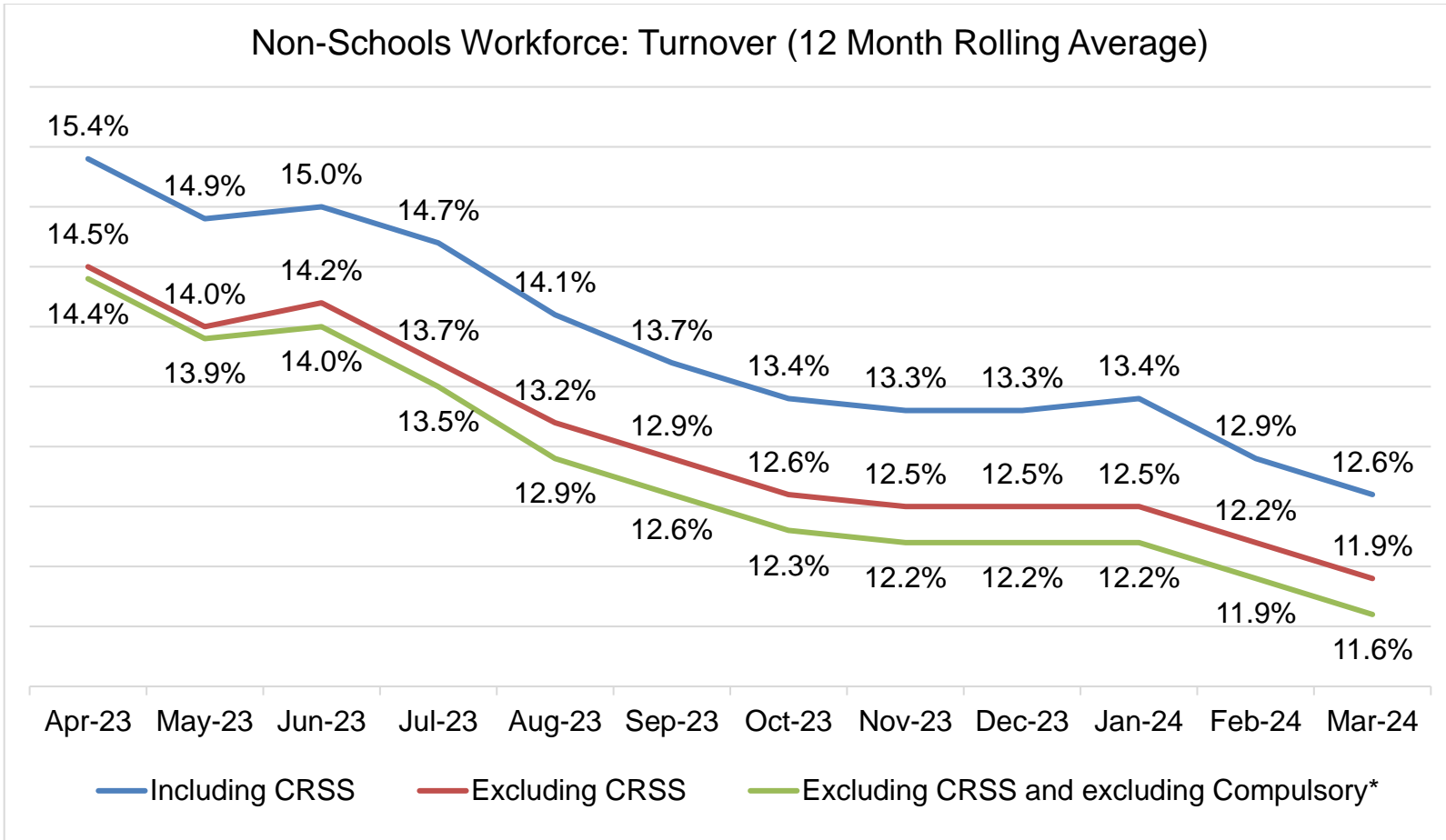
Directorates	Mar-22	Mar-23	Mar-24
ASCH	41	49	36
CYPE	273	303	354
GET	24	32	17
ST/CED	78	52	63
<b>Total</b>	<b>416</b>	<b>436</b>	<b>470</b>

**Appendix 8 – Turnover**

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

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Including CRSS	15.4%	14.9%	15.0%	14.7%	14.1%	13.7%	13.4%	13.3%	13.3%	13.4%	12.9%	<b>12.6%</b>
Excluding CRSS	14.5%	14.0%	14.2%	13.7%	13.2%	12.9%	12.6%	12.5%	12.5%	12.5%	12.2%	<b>11.9%</b>
Excluding CRSS and excluding Compulsory*	14.4%	13.9%	14.0%	13.5%	12.9%	12.6%	12.3%	12.2%	12.2%	12.2%	11.9%	<b>11.6%</b>

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



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

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
ASCH	15.9%	15.1%	15.5%	14.8%	13.9%	13.8%	13.0%	12.4%	12.2%	12.2%	11.7%	<b>11.6%</b>
CED	7.4%	7.5%	7.4%	7.8%	7.9%	7.4%	7.7%	8.0%	7.7%	8.2%	7.9%	<b>8.4%</b>
CYPE	17.5%	17.2%	17.1%	16.5%	15.9%	15.3%	15.3%	15.4%	15.7%	16.0%	15.8%	<b>15.2%</b>
DCED	10.8%	10.0%	10.5%	9.7%	9.5%	9.8%	9.6%	9.5%	10.4%	11.6%	11.5%	<b>10.9%</b>
GET	14.5%	14.0%	14.2%	14.5%	14.1%	13.6%	13.2%	13.1%	12.7%	12.0%	11.1%	<b>10.9%</b>

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

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
ASCH	15.2%	14.5%	15.0%	14.4%	13.5%	13.4%	12.6%	12.0%	11.8%	11.6%	11.3%	<b>11.1%</b>
CED	7.4%	7.5%	7.4%	7.8%	7.9%	7.5%	7.7%	8.0%	7.7%	8.2%	7.9%	<b>8.5%</b>
CYPE	16.6%	16.3%	16.1%	15.5%	15.0%	14.4%	14.4%	14.5%	14.8%	15.0%	14.8%	<b>14.3%</b>
DCED	10.8%	10.0%	10.5%	9.7%	9.5%	9.8%	9.6%	9.5%	10.4%	11.6%	11.5%	<b>10.9%</b>
GET	13.3%	12.7%	13.0%	12.7%	12.3%	12.1%	11.6%	11.7%	11.3%	10.8%	10.1%	<b>9.9%</b>

## Appendix 9 – Leavers Listed by Leaving Reason

Leaving Reason	Grouping	Total
Resignation - New Employment	Resignation	413
Resignation - Other	Resignation	331
Retirement - Normal	Retirement	122
Resignation - Personal /Domestic Reasons	Resignation	62
PR/Casual - Not Claimed in the last 12 months	Other	37
End of Fixed Term Contract	Other	36
Compulsory Redundancy	Redundancy	27
Mutual Termination	Other	25
Resignation - Career Development	Resignation	23
Contract Terminated within Probation	Dismissal	17
Deceased	Other	15
Resignation - Nature of Work	Resignation	13
Resignation - Pay	Resignation	10
End of Temporary Contract	Other	10
Unknown	Other	9
Dismissal - SOSR	Dismissal	8
Resignation - During formal process	Resignation	8
Dismissal - Capability - Performance	Dismissal	8
Early Retirement - Ill Health (Tier 1)	Retirement	7
Voluntary Redundancy	Redundancy	6
Resignation - Competition from other employers	Resignation	5
Resignation - Conditions of employment	Resignation	5
Voluntary Early Retirement	Retirement	5
Termination of Supply/Sessional Staff	Dismissal	4
Dismissal - Conduct	Dismissal	2
Early Retirement - Efficiency of the Service	Retirement	2
Dismissal - Capability - Statutory Prohibition/Ban	Dismissal	2
Second Retirement	Retirement	1
Blank	Other	1
	<b>Total</b>	<b>1,214</b>

Grouping	Count	Proportion
Dismissal	41	3.4%
Redundancy	33	2.7%
Resignation	870	71.7%
Retirement	137	11.3%
Transfer	0	0.0%
Other	133	11.0%
<b>Total</b>	<b>1,214</b>	

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)

2023-24 saw a decrease in the number of staff in schools to 10,135 FTE (-255 when compared to March 2023). The headcount in schools fell by 473. If CRSS staff are excluded from the headcount figures, the headcount decreased to 14,042 (-470).

### 4.3 The School Workforce Census

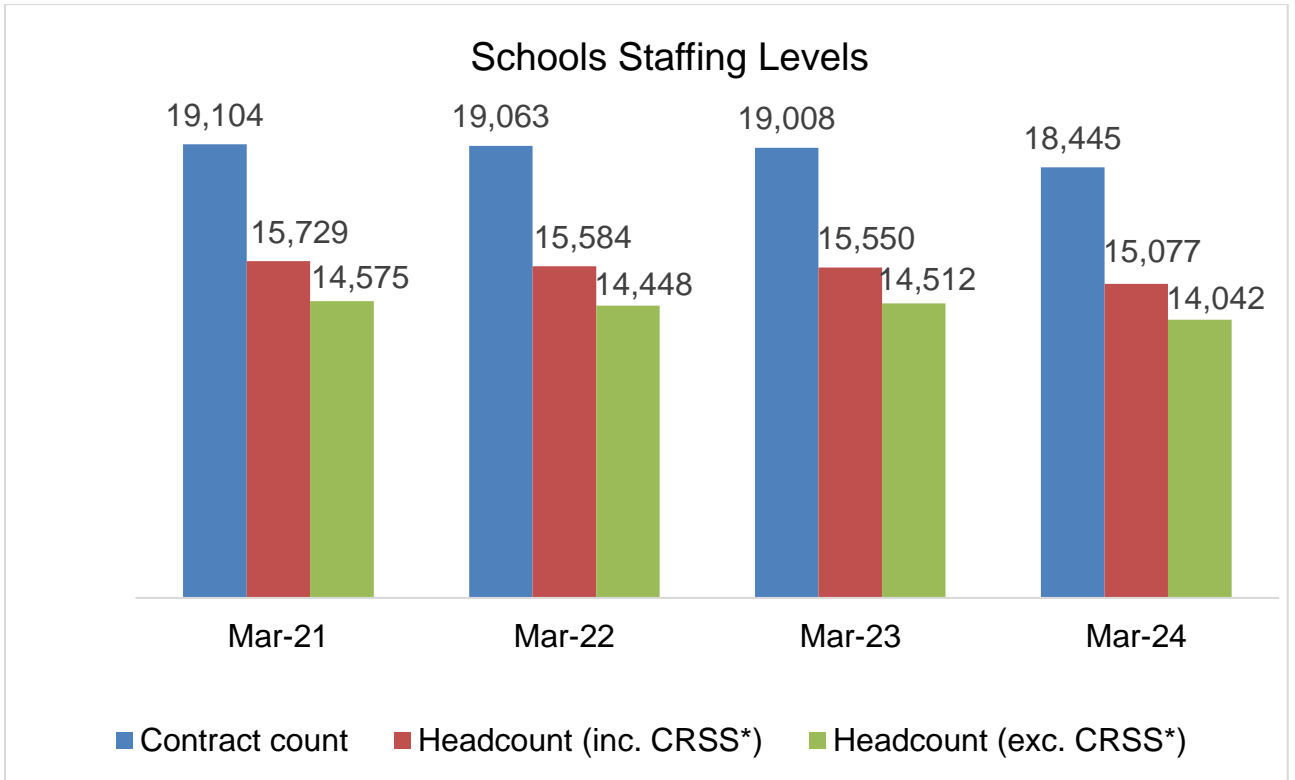
The annual census of all Local Authority schools, the School Workforce Census (SWC) took place in November 2023 and showed that there were 298 schools in Kent, comprising of 254 Primary schools, 23 Secondary schools (inc. 5 PRUs) and 21 Special schools.

Between December 2022 and November 2023, 6 schools left KCC to adopt Academy status; of these 5 were Primary and 1 Secondary schools.

During the period 1 September 2022 to 31 August 2023, a total of 95,084 days were lost due to sickness by school-based staff, of which 23,923 of these were taken by teaching staff.

### Schools Workforce: Staffing Levels

	Mar-21	Mar-22	Mar-23	Mar-24	Change Sep-23 to Mar-24	% Sep-23 to Mar-24
Contract count	19,104	19,063	19,008	<b>18,445</b>	-563	-3.1%
Headcount (inc. CRSS*)	15,729	15,584	15,550	<b>15,077</b>	-473	-3.1%
Headcount (exc. CRSS*)	14,575	14,448	14,512	<b>14,042</b>	-470	-3.3%
FTE	10,322.1	10,309.8	10,390	<b>10,135</b>	-255	-2.5%



\*CRSS = Casual Relief, Sessional & Supply staff.

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

**To:** Personnel Committee      **Date:** 12 June 2024

**Subject:** People Strategy 2022/27 - Evaluation

**Classification:** **Restricted**

---

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

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## 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. It is also fundamental in providing a platform for KCC to meet the challenges and requirements detailed in the Future of Work presentations it has previously seen.

1.2 The strategy document is divided into three clear sections: our vision, aspiration, and the roles we all play. Within that 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 theme has an indication of what it means and “how we will get there”.

1.3 The strategy is designed to set a framework for the leadership, management and development of the Council’s workforce 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 timescale for 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. In this context, therefore, it is integral to the understanding of the continued evaluation of the strategy that the path to 2027 is not linear. Naturally, though, there is an expectation that an overall improvement in the organisation’s key performance indicators is seen and that these improvements influence how the organisation operates and prepares for the future. As such, there will be a

number of small fluctuations in the first couple of years of this strategy as KCC consolidates the improvements that the previous strategy delivered and builds to the future. In order to follow progress 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 2024 (and the movement since 2023 in brackets) are:

- KPI1 % of employees who believe KCC cares about the wellbeing of its staff 63.1% (0 percentage points)
- KPI2 Average days lost to sickness 8.24 days per fte. (+0.06)
- KPI3 % of employees who rate their engagement with KCC positively 62.3%. (-1.3pp)
- KPI4 % of higher TCP ratings 41.8% (-3 pp)
- KPI5 % of internal movement 10.7% (-1.9pp)
- KPI6 voluntary turnover 10.5% (-2.8pp)
- KPI7 % of employees who are satisfied with the total employment offer 56%. (-0.1pp)
- KPI8 % of employees who rated their manager positively 73.4% (+0.5pp)
- KPI9 % of employees who feel they are able to access the right learning & development opportunities to support their role 75.4% (+0.5pp)
- KPI10 % of employees who rate the culture of KCC positively 70.5% (-0.6pp)
- KPI11 % of employees that see our values demonstrated in the way we operate 71.9% (-0.1pp)
- KPI12 % of employees who rate inclusion and fair treatment in KCC positively 82.1% (+0.1pp)
- KPI13 KCC workforce representation compared to Kent working population.

### 3. Achievements

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

- development of a new grading structure for the Council to aid recruitment and retention as part of the positioning of our overall employment deal.
- refreshed employee Health & Wellbeing Strategy supported by organisation level engagement on the various pillars of wellbeing and continued involvement with services to help reduce sickness levels in the long term.
- Targeted leadership team intervention to support transformation and embed changes in culture to improve service delivery.
- 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 with managers and teams is continuing to build on last year's positive results.
- Continued focus on the development of pathways into careers in KCC for people aged between 16 and 25 years.

- Further work on KCC's recruitment branding and applicant channels to improve KCC's reach in attracting a range of diverse candidates and enhancing the effectiveness of our recruitment activity.

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

3.3 The Appendix presents a comprehensive look at the activity undertaken to drive the organisation forward to meet the challenges presented as the expectations of employees and the landscape of work changes. The delivery of the People Strategy continues to focus on:

- skill development alongside role design (not only the jobs that need doing but the jobs people want to do),
- developing a broad employment offer that doesn't only focus on pay but continued to ensure the Authority has a strong position in the varied employment markets in which it operates.
- building organisational resilience – not only in terms of helping people meet the inevitable, oncoming changes in the way the Council continues to operate but also ensuring it has capable and resilient leaders and managers – both through developing those we have and finding the right type of people to take on those roles.
- continuing to focus on building an inclusive environment to create a culture where people feel supported to work, perform, innovate, and challenge.

3.4 It is important to consider both the People Strategy and the progress in the last year in the context of the previous discussions and presentation on "The Future of Work". It is intended at the meeting to revisit the key points from the presentation made at the September 2023 meeting.

#### **4. Recommendation**

4.1 Personnel Committee are asked to note the progress of the People Strategy in its second year and the detailed analysis.

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Background documents: The People Strategy Evaluation Report to Personnel Committee 15th June 2023 and the People Strategy 2022-27 document

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# Kent County Council People Strategy 2022-27

## Annual Report 2023-24

### Introduction

This report presents a review of the progress made from the first into the second year of Kent County Council's current 5-year People Strategy. The strategy is presented in terms of key themes which support the organisation to ensure it has a productive working environment for all staff to continue to meet the needs of the residents of Kent.

The themes are:

1. Maximising organisational capacity, capability, and confidence
2. Creating an environment for people to thrive
3. Supporting our people as individuals
4. Attracting, retaining, and maximising our talent

The strategy is divided into to these themes in order to give focus to the areas that need to be concentrated on to build on and develop the culture that will continue to ensure that Kent County Council is a place people want to work and can perform and achieve while they are there. However, the themes should not be looked at in isolation of each other as there is a significant degree of interconnectivity between them which influences progress towards the organisation's goal of building a workforce for the future whilst ensuring the people we employ are healthy, engaged, empowered to act and are able to be themselves at work.

The path to 2027 is not linear but there is an expectation that an overall improvement in the organisation's key indicators is seen and that these improvements influence how the organisation operates. As such, there will be a number of small fluctuations in the first couple of years of this strategy as KCC consolidates the improvements that the previous strategy delivered and builds to the future.

The following report will review each of the strategic themes in the context of the key performance indicators for that section. The document will also show what activity has occurred that informs the delivery of the strategic themes. At the beginning of each subsection of the themes the headline aspirations will be presented and the corresponding KPIs shown. The changes from 2022/23 is shown in brackets (represented as a percentage point) alongside the figure for 2023/24.

## **1) Maximising organisational capacity, capability, and confidence**

**Our people are supported to be well at work.**

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

**KPI 1:** % of employees who believe that KCC cares about the wellbeing of its staff 63.1% (0.0 p.p.)

**KPI 2:** Average days lost to staff sickness 8.24 (+0.06 p.p.)

*Both performance indicators have remained relatively static over the last year.*

*While the indicator regarding whether KCC cares about wellbeing has not moved a perspective on this can be seen amongst a set of other strong indicators from the staff survey in that employees told the Council that they feel they are able to be themselves at work and feel safe. They also felt able to raise issues with their managers and could discuss personal circumstances that might affect work. The disconnect has come regarding their confidence in action being taken in relation to the matters that they raise.*

*In terms of sickness absence, the top five reasons why people are absent from work have stayed the same, but we have seen a halving of days lost due to COVID related illnesses. This has been offset by both time lost to mental health and musculoskeletal illnesses having increased. KCC aims to reduce the number of days lost per employee, however, the current figure is not out of sync with other public sector employers of an equivalent size.*

*Much work has occurred to support staff, directly, and to support managers in order to help people who are ill to return to work and to raise awareness of various conditions so that people become more informed about the support they can get and how managers can support people at work. The Council also has a key focus on proactively influencing people's wellbeing to ensure that the impact of those elements KCC can directly influence is minimised and ensure people are signposted to support that can help stave off impacts on their wellbeing. This is focused on four pillars of mental, social, financial, and physical wellbeing.*

The activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- Refreshed Health and Wellbeing Strategy 2023-2027, published in May 2023.
- Targeted approach for teams with the highest absence levels, including pilot Q&A sessions made available for all managers to have 1 to 1 support with a member of the HR Team in relation to absence management.
- Targeted interventions for managers of teams with the highest absence levels overall but with a particular focus on those teams with high musculoskeletal and mental health absences.
- Wellbeing Diagnostic Tool rolled out across the organisation from November 2023, designed to help managers improve their approach to wellbeing in their teams with the aim of reducing sickness absence.
- A resilience summit was held for staff in the Children's, Young People & Education Directorate (CYPE) and Adult Social Care & Health Directorate (ASCH) in 2023. It brought together keynote



speakers and staff from across Social Care and SEND professional areas to support resilience, wellbeing, and knowledge sharing. Over 100 staff were supported on the day and the resources have been used widely thereafter.

- Targeted support sessions with a focus on coaching for a growth mindset have been delivered in operational teams within ASCH and CYPE. This work was tailored to the experience of teams supporting 6 Managers at each session. This support is in addition to the 144 staff members who attended Growth Mindset development as part of their professional development and learning.
- Targeted programmes of resilience and job application support have been delivered in GET, ASCH and CYPE. These sessions have supported preparation for job applications, recruitment and selection as well as what to do when you are thinking about a change in career.
- Targeted support for wellbeing, making use of trauma informed coaches and tested coaching approaches continued with targeted team's experiences high volumes of change, stress, or demand, including loss and bereavement.
- Communications and engagement activity with spotlights on several topics including mental wellbeing, physical wellbeing, financial wellbeing, social wellbeing, and winter wellness.
- Review and refresh of the Authority's financial wellbeing offer and resources available to staff, including forming a relationship with the Money and Pensions Service (providing us with new resources and delivery of a webinar on Financial Wellbeing for all staff in November 2023) and developing a relationship with Wave Community Bank (following a merger between the bank and Kent Savers in Feb 24), to promote their services and to use them to further support our financial education offer.
- Support to the Mental Health Support Network with recruiting new chairs and increasing membership engagement.
- Launch of Change Hub to KCC Managers and Staff, integrating all aspects of change support into one learning space, with workbooks, videos, and support activities.
- T200 managers event in January 2024 to support managers' own wellbeing and resilience through change. The event included decompression tools, and a full guidance pack was produced drawing together a full range of supporting information and resources. This pack has subsequently been shared through wider manager briefings and engagement activities and is housed on KNet for future reference.
- Three all Manager briefings, KCC wide, to explore the issues and action focused requirement in relation to Bullying Harassment and Abuse. Management guidance shared with links to key documents and policies.
- Wellbeing integrated further with Health and Safety, with the previous Health and Safety Group now the Health, Safety and Wellbeing Group.
- Strengthened partnership with Maximus (formally Remploy) to promote them to our staff and managers, to support positive mental health.

Further activity proposed for 2024/25 includes:

- Continue to drive down sickness absence across the organisation, focusing on both preventative measures and targeted interventions where necessary.
- Continue to focus on our mental health wellbeing offer, including how we can further utilise and promote the support services such as Maximus, who offer KCC staff fully funded,

confidential, 1 to 1 support sessions for up to 9 months. Maximus to run staff and manager webinars to promote their offer.

- Review our offer for musculoskeletal support to establish whether our current interventions are sufficient, taking into consideration feedback from managers.
- Further promotion of Shared Cost AVCs to all staff and Kent Rewards to make money go further and support financial wellbeing.
- Continue to focus on financial wellbeing, including promotion of Wave Community Bank and further webinars run by them and the Money and Pension Service and rebrand of AVC Wise and expansion of offer to include financial wellbeing support and education.
- Broader wellbeing communications and engagement activity to continue across the organisation, focusing on our priority areas.
- Further work to promote and increase usage of KCC's Inclusion Passport, greater support for colleagues through workplace adjustments, good conversations approach with focus on supporting wellbeing, review of Dignity and Respect at Work guidance (encourage staff to escalate issues and build sense of psychological safety at work)

**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 62.3% (-1.3p.p.)

**KPI 5:** % of Internal Movement 10.7% (-1.9p.p.)

**KPI 9:** % of employees who feel they are able to access the right learning and development opportunities to support their role 75.4% (+0.5p.p.)

*The Council has found itself facing significant challenges over the last year and employees will have been aware of them and conscious of their potential impact. There have been a number of significant restructures, improvement plans for services, an increase in volumes of people requiring our services and not least the Council's budgetary position. In that context the relative maintenance of people's engagement with its employer is a testament to them and the leadership shown by their managers. This is recognised in the largely positive views of employees of their managers, demonstrated by the staff survey, and that staff turnover is at a level expected of an organisation the size of KCC.*

*Internal movement has dropped in comparison to last year and is comparable with overall turnover. The Authority knows that managers need to do more to support people's career development but what it does show is the Council continues to strike a balance between supporting people to move internally but also bringing skills, experience, and new perspectives from outside of the organisation.*

*The Council continues to support its staff in engaging with its broad development offer, both in terms of professional specific development and a more general skills and knowledge offer. Engagement with that has gone up slightly over the last year.*

The activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- Evaluation of reverse mentoring pilot and recommendations taken forward.
- Coaching offered to staff groups to support growth and development.
- Support to the SEND accelerated action plan and DFE requirements. Resetting culture and behaviours through long term targeted interventions.
- Management and Leadership communication, guiding managers through the core requirement of equality, diversity & inclusion.
- KCC Celebration through Moments that Matter on KNet, showcasing the work of teams in delivering positive outcomes for Kent residents.

Further activity proposed for 2024/25 includes:

- Review how reverse mentoring programme can be integrated into leadership development.
- Further coaching and mentoring support will be trialled in support of staff groups.
- Coaching development using the 6C's inclusion model will be trialled to embed inclusion practice in development coaching, directly supporting KCC's objectives.

## **2) Creating an environment for people to thrive**

**Clear pathways to encourage young people into our organisation.**

**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: 75.4% (+0.5p.p.)

**KPI 13f:** KCC workforce representation compared to Kent working population of (Census 2021, 16.0%) 16-25 years old: 8.1% (-0.8p.p.)

*In terms of employees aged between 16 & 25 years the proportion of the overall workforce has fallen by 0.8p.p. Employees from this age group were 6% more positive about their overall learning and development experience than KCC as a whole and were the most positive of all the age groups (82%) with regards their manager and the support they receive from them. The turnover for this age group has fallen by c.8% in the last year but is still about 10% higher than KCC's overall voluntary turnover figure. Young people between 16 and 25 as a percentage of new recruits has fallen over the last year.*

*In the context of this age group being positive about their experience not as many as the Council would choose are staying to develop their careers so we have continued to work on supporting young people in Kent find entry job opportunities with the Council and to stay engaged and continue their careers in KCC. The positive is that many do stay but the Council is conscious it needs to do more through its managers to engage these employees in developing themselves in terms of experiential opportunities as part of their work and help them see career trajectories for the future.*

*Work continues across KCC to enhance support for Social Work Recruitment and grow the entry points available for the profession. In March of 2024 we successfully bid to recruit 12 new Social Work Degree Apprentices to Adult Social Care. Think Ahead opportunities also went live that same month, broadening the opportunities to secure social work qualifications for new and existing staff across the authority.*

*The Graduate Programme in KCC continues to attract successful young people within a variety of roles across the Council. Between 6 and 8 Graduates are recruited each year and they have themselves shared their praise of the support the programme offers.*

*At the end of 2023 The Workforce Development Team within HROD began scoping the work for KCC to bring back in-house Work Experience Programmes for the County Council. This along with the development of T Level Qualifications and Internships are being tested in different parts of the organisation - from Business Administration to Laboratory Technician.*

Other activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- Support to staff groups, which includes Aspire the group for younger employees, to raise awareness of KCC's employment offer and career development opportunities available, including coaching.
- Review of contract types by young people to understand if there are any barriers, alongside workforce profile data and recruitment data.
- Review of minority ethnic ASYE student experience, resulting in improvements to address potential barriers to them passing and staying with the Authority.
- Review of onboarding experience for ASYE minority ethnic students
- Implementing a social mobility strategy at KCC
- Supported Internship pilot programme launched for 16-25 SEND students as a pathway into employment.

**Our people are well managed, and their talent nurtured as they develop their careers at KCC.**

**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 41.8% (-3 p.p.)

**KPI 6:** % Voluntary Turnover 10.5% (-2.8 p.p.)

**KPI 5:** % Internal Movement 10.7% (-1.9 p.p.)

*Turnover has continued to fall and is at an organisationally sustainable level. With turnover falling it can constrain opportunities for internal movement to support career development. This mixed with striking the right balance between internal appointments and bringing people in externally – and the benefits associated with that – has led to a small decline in the pace of internal movement. However, we do know that staff tell the Council that many of them are adequately supported by managers to understand and engage with career development opportunities but there is significant scope for improvement in how managers engage with staff on looking at how to*

*develop their career. Also, the Council has been told via the staff survey that just under half of its workforce does not see opportunities to develop their careers in KCC although they see KCC committed to developing people. This would suggest a push factor on turnover; however, this has fallen. There are certain factors that could influence this such as the external job market which has been quite tight over the last year and that other aspects of KCC's offer and work are attractive to our employees.*

*Whilst the proportion of higher TCP ratings has fallen slightly the key insight is where these are distributed in the organisation – we know that certain groups such as part time staff and those who are disabled do not have their talent recognised so readily. Senior staff continue to have their contribution more readily recognised.*

In this context other activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- A new workforce planning tool and associated e-learning and KNet page have been launched for managers to use. This will enable managers to understand their workforce, plan for how to fill gaps in supply and demand of staff using approaches such as succession planning, talent management and apprenticeships/graduates.

In 2024/25 the Authority will:

- Use the data, strategically, to inform areas for new apprenticeship standards, improved career pathways and where we can, organisationally, use flexible deployment to make best use of our staff in supporting key service delivery.

**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 56% (+0.1p.p.)

**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: LGBTQ+ **2.9%** (16+ population)

**KCC Workforce 2022-23 to 2023-24 (compared to Census):**

- a. 79.2% to 79.7% (+30.7p.p.) difference increased by +0.5p.p.
- b. 8.9% to 9.6% (-2.0p.p.) difference decreased by -0.7p.p.

- c. 4.9% to 5.6% (-10.1p.p.) difference decreased by -0.7p.p.
- d. 45.4% to 45.9% (-3.2p.p.) difference decreased by -0.5p.p.
- e. 0.5% to 0.4% (-0.1p.p.) difference increased by +0.1p.p.
- f. 8.9% to 8.1% (-7.9p.p.) difference increased by +0.8p.p.
- g. 3.3% to 3.6% (+0.5%) difference increased by +0.2p.p.

*In terms of the KCC employment offer and what staff tell the Authority the KPI figure is bolstered by how employees view wellbeing and accessing the right learning to do the job. The areas of significant issue are in relation to feeling adequately paid and people's perception of the total employment package.*

*As such KCC continues to work hard to develop and promote its overall employment package within the financial constraints that surround it.*

In this context other activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- Employee offer communications campaign to raise awareness of the employment package available.
- Survey to staff to understand interest in electric vehicle/green lease car scheme and agreement to implement as part of our employment offer and to support the Authority's CSR in relation to the environment – it is also helpful in attracting new staff who share these values.
- Update to Family leave policies to ensure compliance with statutory changes.
- Promotion of Kent Pension Fund webinars to staff as part of Pension Awareness week
- Update to Car Loan policy for those people who do not have ready access to finance for vehicles.
- Contract extension with Shared Cost Additional Voluntary Contribution provider and continual promotion of the scheme as part of employment offer and financial wellbeing campaigns - an increase of 118 new staff taking out an AVC this year, a total of 512. This represents 5.82% of the KCC workforce, a steady increase from 22/23.
- Shared Cost AVC's – continue to promote webinars, linked to financial wellbeing.
- Review of volunteering policy to include 2 days paid leave for volunteering, and clarity on time off for reservists /cadet leaders.
- Review and implementation of changes to KCC's fertility policy as part of a suite of family friendly policies.
- Kent Reward newsletter – greater links with staff communications to promote the offer with a view to increasing membership.
- Enhanced Kent Rewards offer by introducing physical wellbeing/gym discounts and benefits, and savings calculator. Also introduced Smart Spending App, to provide an alternative channel to access offer. Wellbeing hub in Kent Rewards further developed.
- Continue to pay above the Foundation Living Wage hourly rate for our KR3 grade.
- Apprenticeship pay – 2<sup>nd</sup> year of tracking National Minimum Wage for first 6 months with KCC, then move to KR3.
- Reiteration of our approach to hybrid working as part of our employment offer to clarify for current staff the expectation and how they can engage with it as part of their employment.

*In terms of pay the financial circumstances of the Council provide a challenge, however, the Authority understands the need to continue to provide reasonable pay increases year on year. That said in order to address a number of challenges that are causing pressure on our pay and grading structure and in order to address some design idiosyncrasies KCC has spent the last year working on designing a new grading structure which will give a defined length of time to reach the rate for the job (top of the grade) and will shorten the length of grades by bringing up the bottom salaries. This will also address wage inflation pressures at the bottom end of the grading structure and the Councils hopes will also aid recruitment and retention whilst taking into account that there is no extra money to bolster salaries and it is being delivered within the amounts set aside in the medium-term financial plan.*

*The new pay structure will remove the Total Contribution Pay System and will be replaced by a new approach to performance management. Work has been continuing throughout 2023/4 to design this to be implemented alongside the new grading structure which is due to go live in 2025. Also, in relation to pay work has been going on to analyse and determine if there are equal pay gaps for protected characteristics other than gender. The Authority also continues to analyse and report on any gender pay gap and work on what can be done to reduce it.*

*The Council's external employer branding has been modernised and the Authority is making a significant investment in the use of social media in order to attract a wider range of candidates to apply for roles in KCC. This applies equally to internal staff and external candidates. Social media is being used to celebrate new joiners to KCC and staff moving roles, thus highlighting the flexibility for development within KCC.*

*There is also an ongoing campaign, using social media, to raise awareness of many of the benefits of working for KCC, using actual staff to promote these.*

In this context other activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- Social media recruitment posts focus on Reward and Benefits
- Publishing equal pay reporting to support employer brand
- Further engagement on total Employee Value Proposition and maximising value of total rewards, including feedback on gaps to inform offer and to understand how the total benefits package is landing with staff.
- Review EVP through diversity & inclusion lens to inform offer.
- Implementation of new approach to Job evaluation
- Flexible career pathways – linked to job evaluation project.

### **3) Supporting our people as individuals**

**Our leaders and managers are accountable and drive the effective delivery of services. We will collaborate organisation wide to support leaders and managers with their roles and responsibilities targeting interventions to support growth in each area 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 8:** % of employees who rated their manager positively 73.4% (+0.5 p.p.)

**KPI 10:** % of employees who rate the culture of KCC positively 70.5% (-0.6 p.p.)

**KPI 12:** % of employees who rate inclusion and fair treatment in KCC positively 82.1% (+0.1 p.p.)

*The 2023 staff survey shows that staff continue to feel positive about inclusion and fair treatment at KCC although there continue to be some differences in experience for minority groups, notably disabled staff who were less positive across all 14 themes of the survey, those with caring responsibilities (albeit an improved position from 2022) and staff age 36 and over.*

*Minority ethnic staff continue to be less positive on the theme of pay and benefits (33.7% compared to 42.8%). Other indicators such as turnover data suggests there may be a retention issue amongst some groups but significantly with ethnic minority social workers (KCC overall turnover in 2023/24 for ethnic minority staff is 16.67% compared to 12.27%, an improvement from 22/23 when turnover was 24.05% for ethnic minority employees), and minority ethnic staff who live outside of Kent. We know that we lose people due to their day-to-day experience of the workplace, which was reinforced in the findings of a review into ASYE student onboarding experience.*

*Managers can have a profound impact on an individual's experience of the organisation. The 2023 staff survey shows there has been a slight increase in staff responses rating their manager positively, from 72.9% to 73.4%. However, insight from engagement forums held this year has revealed that, in some cases, managers are more comfortable addressing some protected characteristics/staff groups than others and focus their conversations on structures and processes to support diverse teams rather than a more nuanced approach with the individual employee which delivers more empathy and increased engagement.*

An extensive programme of activity continues to be delivered to support leaders, managers, and staff to create a more inclusive culture, this includes:

- The Managing Well Campaign featured a spotlight on diversity and inclusion at KCC, which included new Neurodiversity guidance and e-learning and promotion of tools and resources such as Inclusion Passport, Good Conversations and Workplace Adjustments guidance to enable them to support their staff to be their best at work.
- T200 on Inclusion to explore scenarios around race and neurodiversity, which was followed up with a managing inclusively resource pack.
- Extended CMT session to explore practical actions to make a step change on Inclusion at KCC
- All Manager briefing on bullying and harassment/expectations on Dignity and Respect at Work, and workplace adjustments.
- Continue to promote Developing Inclusive Management practice.

Further activity proposed for 2024/25 includes:



- A focus on bullying and harassment at work, particularly from people external to the organisation but not exclusively, as this was highlighted as an issue for staff at KCC.
- Continue with series of manager briefings planned to outline the requirements/expectations on managers.
- Support for managers in dealing with challenging situations.
- Leadership team interventions e.g. as part of the Accelerated Programme Plan on SEND, strengths-based skills assessment with GET leadership team which continues to be piloted across the organisation.
- Managing Now programme – evolving Managing in KCC to new Managing Now programme – activities to drive practice through development e.g. flexible manager, performance manager, budget manager, and to help managers understand Inclusion as part of day-to-day management.

*KCC has some positive indicators in relation to how staff view the culture in KCC. However, that masks, to a degree, the experience of some groups in the workforce. The older an employee is the less likely they are to be positive about the culture in KCC. In the context of the overall response from disabled people to the survey from disabled people they did not rate organisational culture as highly as the rest of the organisation. In order to address the specifics in relation to disabled staff but also to continue to invest in the 6Cs model of inclusion to create a culture where effective management and leadership brings staff with them.*

The activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- Communication and engagement activity to mark celebratory moments throughout the year, including a spotlight on Inclusion during Inclusion week in September 2023.
- Events held with external speakers on Trans Awareness, and Visible Difference
- CMT Open door with Rainbow and Single Parent Staff Group with resulting actions
- Refresh of the Dignity at Work policy and guidance to reflect CMT's zero tolerance policy.
- Launch of neurodiversity guidance and e-learning.
- Race equality objective in action plans as part of performance management conversations.
- Targeted OD interventions with teams e.g. small coaching-led workshop activities in high-risk teams,
- Wider whole service OD interventions e.g. culture growth in social care, behavioural framework and standards in SEND, Infrastructure cultural development
- 360 feedback process in development
- Launch of Change Hub, and provision of briefings to promote the use of the tools.
- Safe space workshop with Level Playing Field staff group.
- Scoping Member development of Inclusion

Further activity proposed for 2024/25 includes:

- Expect Respect external campaign on KCC's zero tolerance stance to discrimination.
- Disability objective as part of performance management conversations
- Further embedding diversity and inclusion into culture to gain traction on the ground e.g. development of inclusive leadership.

- Evaluation of the learner experience by thematic areas, to include inclusion and wellbeing.
- Further deep dive into the HR Case data for minority ethnic staff
- Review the Disability action plan considering Safe Space workshop feedback.
- Disability Confident scheme renewal
- Review of support to carers
- Review of opportunities to enhance change hub materials in order to support neurodiversity.

#### **4) Attracting, retaining and maximising our talent**

**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:** % Internal movement 10.7% (-1.9p.p.)

**KPI 7:** % of employees who are satisfied with the total employment offer 56% (+0.1p.p.)

**KPI 9:** % of employees who feel they are able to access the right learning and development opportunities to support their role 75.4% (+0.5p.p.)

*KCC continues to provide and adapt its learning and development offer to staff to meet the workforce's changing needs but also to support differing ways of service delivery and the adaptive needs of residents. There is an extensive suite of professional development available as well as managerial development which ensures our managers stay ahead of what is required. The Authority has also embraced the changing focus on digital skills and the role it plays in service delivery and supporting staff to work more efficiently and productively. Learning and development forms part of the overall employment offer and returns a more positive outlook from staff than other aspects of the offer, such as pay.*

To ensure the continuous development of our workforce the following activities have been undertaken:

- Review and evaluation of Skills for Growth, making sure staff development is updated based on feedback, and remains accessible for all staff.
- Development, delivery and briefing of and for the KCC Change Hub. Providing a full range of tools for staff and managers, including workbooks, videos, and online learning that support staff to get ready for change, make it happen and make it stick. The launch of the Change Hub has been supported by a communication and engagement campaign to encourage staff and managers to use the tools as part of their team discussions.
- The Commissioning Academy has supported the development of the new integrated commissioning activity embedded within Adult Social Care and Health and Children Young People and Education.
- The coaching offer for leaders, managers and staff continues to support individuals with their professional growth and development.

- Professional development for social care has been delivered through the Kent Academy for Social Care delivering training and developments for teams in line with their Practice Development priorities.
- The Development Request process enables staff from across the organisation to be supported with professional development that directly supports their job role. 304 staff benefited from role specific development in the last financial year.
- For this new financial year there will be further development of the Change Hub to enhance both the wellbeing and support for neurodiversity within the hub.
- Further development is underway to support Managers. Managing Now will be the core development programme supporting managers to determine their professional accountabilities. Training will be enhanced with supporting information, briefing materials, and engagement sessions.
- Coaching and mentoring will be enhanced this year with programmes to support staff groups and ensure we build professional growth.

**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 10.5% (-2.8p.p.)

**KPI 11:** % of employees that see our values demonstrated in the way we operate 71.9% (-0.1p.p.)

*KCC continues to demonstrate a strong score in relation to its workforce reflecting the values that is expected from it. This is due to a combination of factors in terms of recruiting the right people, effective development, and strong leadership from local managers. That said there are points of improvement, not least in how staff see the actions of senior managers reflecting those values. This latter point can be affected by a range of factors such as budget restraints, restructures, and organisational wide changes. However, this is an area that requires future focus. The Council has undertaken a wide range of activity to attract the right type of people, to ensure it is workforce is diverse and that it drives towards an inclusive culture as part of the Authority's key values.*

The activity undertaken throughout 2023/24 to sustain the endeavour to progress the Authority's position included:

- Employer branding videos created for use on social media channels with KCC values embedded in order that prospective applicants understand our values from the outset.
- Values-based self-selection quiz/education tool in process of being designed to help inform potential recruits about the values and behaviours that KCC sees as fundamental to the way we do things and the reasons for them.
- Values based interview questions mandatory as part of every interview.
- Equality, diversity, and inclusion questions mandatory as part of all interviews.
- Manager/Leadership questions mandatory when recruiting to managerial/leadership roles to ensure we are recruiting managers with the right values and mindset.

- Recruitment training emphasises drafting job descriptions based more on skills than relying on qualifications.
- Recruitment training recommends adverts drafted to entourage wide applications i.e. less restrictive than before
- Use of existing staff images and quotes to create new videos in line with our employer brand, used on our social media channels to promote KCC as an excellent employer.
- Photoshoot and interviews with further staff members to build the portfolio of content for further employer brand social media posts. New videos from this activity have been used on our social media channels.
- New joiners and staff moving roles celebrated and welcomed to KCC via posts on LinkedIn.
- LinkedIn contract reviewed and extended with a change in provision to build on the previous year's success.
- Glassdoor and Indeed home pages have been refreshed to enhance KCC's profile externally.
- Ongoing analysis of our candidate recruitment experience surveys, to inform any changes required to enhance the candidate experience overall. Further information from candidates required for certain areas and so survey updated to get this.
- Recruitment training for managers rolled out and improvements made, based on feedback received.
- Direct job posting to LinkedIn.
- Advice to managers to share any jobs they are posting to their wider networks to achieve increased visibility of opportunities.
- Option to close adverts early if there are enough high-quality applications.

Diversity and inclusion activity included:

- Developments to recruitment website following feedback from staff groups.
- Guidance for recruiting managers updated to emphasise workplace adjustments, system prompts to notify adjustments during onboarding and signposting successful candidates to Access to Work
- Addressing any barriers in the recruitment process for neurodiverse applicants
- Update to equality monitoring form to raise awareness on its importance and why data is collected.
- Review of customer recruitment experience survey to inform inclusive recruitment practice.
- Standard advert wording updated to include reference to caring responsibilities and 'let's talk flexibility'.
- Photoshoots and content created to reflect our diverse workforce for use on recruitment website and social media postings.
- Benchmarking and horizon scanning to inform KCC approach e.g. diverse interview panels, reasonable adjustments in recruitment process, outreach.
- Pronouns on Tribepad recruitment system updated.
- Review of retention guidance for managers, resulting in amendments to Managers Area on KNet
- Collation of workplace adjustments to understand support being put in place to deliver their roles. Review of signposting and process to implement workplace adjustments in a timely manner on joining KCC and/or when a need arises.
- Deep dive analysis into turnover data for minority ethnic staff to better understand drivers.

- Deep dive analysis into recruitment data for minority ethnic staff to understand the difference in applicants vs. hires.
- As a result of an accessibility audit, requirements for managers to use digitally accessible job descriptions has been included in Tribepad prompts, in Tribepad Guidance and on KNet.

The table below shows the changing profile of applicants and new hires:

## Recruitment Activity by Protected Characteristic

### Disability

Year Disability	2022-23			2023-24		
	Applied	Interviewed	Hired	Applied	Interviewed	Hired
Disabled	7.11%	9.47%	8.08%	7.39%	10.48%	8.41%
Non Disabled	92.56%	88.92%	90.95%	90.14%	87.84%	90.29%
Prefer not to say	0.33%	1.61%	0.98%	2.46%	1.68%	1.30%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

### Ethnicity

Year Ethnicity	2022-23			2023-24		
	Applied	Interviewed	Hired	Applied	Interviewed	Hired
Ethnic Minority	27.15%	17.76%	13.17%	36.68%	23.11%	15.72%
White	68.82%	77.37%	81.30%	58.81%	71.95%	78.47%
Prefer not to say	4.04%	4.88%	5.53%	4.51%	4.94%	5.81%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

### Faith

Year Faith	2022-23			2023-24		
	Applied	Interviewed	Hired	Applied	Interviewed	Hired
Faith/Religion	50.91%	46.70%	43.63%	56.03%	49.08%	44.29%
No Faith/Religion	41.96%	44.54%	46.29%	35.76%	41.61%	45.18%
Prefer not to say	7.13%	8.76%	10.08%	8.21%	9.31%	10.53%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

### Sexual Orientation

Year Sexuality	2022-23			2023-24		
	Applied	Interviewed	Hired	Applied	Interviewed	Hired
LGBQ+	6.42%	6.02%	6.07%	6.25%	6.18%	6.29%
Heterosexual	85.07%	85.15%	83.52%	84.17%	83.58%	82.91%
Prefer not to say	8.51%	8.83%	10.41%	9.58%	10.24%	10.80%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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Agenda Item 7

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Agenda Item 8

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