

PERSONNEL COMMITTEE

Tuesday, 23rd September, 2025

2.00 pm

Darent Room, Sessions House,
County Hall, Maidstone





AGENDA

PERSONNEL COMMITTEE

Tuesday, 23rd September, 2025, at 2.00 pm Ask for: **Anna Taylor**
Darent Room, Sessions House, County Hall, Telephone **03000 416478**
Maidstone

Membership (13)

Reform UK (8)	Ms L Kemkaran (Chair), Mr B Collins, Mrs B Fordham, Mrs G Foster, Mr M Harrison, Ms I Kemp, Miss D Morton and Mr P Webb
Liberal Democrat (2):	Mr M Ellis and Mr A J Hook
Green (1):	Rich Lehmann
Conservative (1):	Mr H Rayner
Labour (1):	Ms C Nolan

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 Annual Workforce Profile Report (Pages 1 - 32)
- 4 Annual Employee Relations Activity Report (Pages 33 - 40)
- 5 People Strategy Evaluation (Pages 41 - 60)
- 6 Exclusion of the Press and Public

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 61 - 66)
- 8 Chief Executive Recruitment Update
 To follow
- 9 Senior Management Structure
 To follow

Benjamin Watts
General Counsel
03000 416814

Monday, 15 September 2025

By: Paul Royel – Director of HR & OD

To: Personnel Committee

Date: 23 September 2025

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 demographics of the current workforce. 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 2024-25.

Headlines

1. The Non-Schools Workforce

- The staffing level has increased by 279 FTE over the year.
- Rolling turnover has increased over the year, to 13.4% excluding CRSS (Casual, Relief, Sessional and Supply) staff.
- Sickness has decreased slightly since March 2024, to 8.18 days lost per FTE.

2. The Directorates

- The largest increase in FTE from the previous year was 14% in DCED.
- The proportion of permanent contracts varies from 82.9% in CYPE to 95.6% in DCED.

2. The Non-Schools Workforce

2.1 Introduction

This section contains information about the non-schools' workforce as at 31 March 2025 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 in the 2024-25 financial year as those on KR13 or above, with a minimum salary of £58,784.

2.2 Staffing levels

Staffing levels increased during the year to 8152.6 FTE at the year end. This is FTE higher than end of the last financial year (7873.8 FTE at 31 March 2024).

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 increased slightly from the previous year at 4.6% (3.6% at 31 March 2024) and the proportion of CRSS* (*Casual, Relief, Sessional and Supply) contracts continued to reduce this year and now stands at 9.1% (10% at 31 March 2024).

In March 2025 there were 948 CRSS contracts and 33.8% 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 2025, there were 670 agency staff (470 at 31 March 2024) employed in non-schools.

2.4.2. Agency staff costs

The interim out-turn spend on agency staff in 2024-25 was £ 33,378,791, which equated to approximately 7.8% of the £ 428,101,034.81 pay-bill for the year. (Figures for 2023-24 were a pay-bill of £400.3 million with agency staff costs accounting for 7.9% of this).

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

2.5. Contracts by Kent Range salary band (excluding CRSS staff)

32.7% of contracts are in the salary band KR6 or below, with a maximum full-time salary of £26,383 (34.8% at 31 March 2024). 73.8% of contracts are on grades KR9 or below, earning a maximum full-time salary of £37,188 (73.9% at 31 March 2024). The proportion of contracts 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 2024-25, to 13.4% in March 2025 (11.9% on 31 March 2024).

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 65.9%, followed by 'Retirement' at 11.8% and 'Other' at 8.3%.

Appendix 9 shows the leavers by leaving reason.

2.8. Redundancies

During 2024-25, 154 employees left KCC due to redundancy (33 employees in 2023-24). Redundancy payments were made to 148 contracts for the year 2024-25 and totalled £1,298,514 (£722,110 in 2023-24), indicating an average redundancy payment of £8,774 (£18,053 in 2023-24)*.

**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 2024-25 this figure decreased to 8.18 days per FTE (8.24 in 2023-24).

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 0.38 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 2024-25 were lost due to the following reasons, in descending order: 'Mental Health', 'Musculoskeletal', 'Stress – Not Mental Health' and 'Gastrointestinal'. In 2023-24 most days were lost due to 'Mental Health', 'Musculoskeletal', 'Stress – Not MH' and 'Gastrointestinal', in descending order.

Within the non-schools workforce, sickness due to 'Mental Health' accounts for 21.5% of calendar days lost, an slight increase from the previous year (21% 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 9.3% (9% in 2023-24). 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 extend compared to previous year: sickness due to Covid-19 and Long Covid accounts for 3.2% of calendar days lost (5.9% in 2023-24).

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 2024 figures in brackets.

The percentage of female staff has remained consistent at 79.6% (79.7%) and the proportion of female staff in the Leadership group has decreased slightly at 64.0% (64.3%).

The percentage of staff from an Ethnic Minority background has increased this year, to 11.5% (9.4%). The proportion of staff in the Leadership group decreased slightly to 6.6% (6.9%).

Disabled staff figures have increased making up 6.2% of staff in the non-schools workforce (5.8%), and making up 4.4% of those in the Leadership group (4.6%).

Please note that a small error was discovered in this section of the 2023-24 report, and the previous years figures have been updated accordingly. 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 14.6% (15.0% in March 2024). Not unexpectedly, the percentage of those aged 50 or over is higher in the Leadership Group at 47.5% than in the overall non-schools workforce at 40.5%.

Full age performance indicators results are shown at Appendix 3.

2.14. Apprentices

As at March 2025 there were 175 apprenticeship training starts in the non-schools workforce.

2.15. Spans and layers

The non-schools workforce had a structure with a maximum of 9 layers as at 31 March 2025 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 2025. 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 DCED, where there was an increase in FTE of 14.0%.

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 82.9% in CYPE to 95.6% in DCED. CED has the highest proportion of temporary contracts at 0.2%. The highest proportion of fixed-term contracts is within CED at 10.9%. GET and CYPE have the highest proportion of CRSS contracts, 12.1% in

GET and 12.2% in CYPE, whereas the proportion of CRSS contracts in ASCH and CED is much lower at 5.7 % and 0.9% respectively. DCED has no employees on CRSS contracts. The CRSS roles in CYPE include Tutors, Invigilators, and Administrative Officers. Within GET, they include Celebratory Officers, Customer Support Assistants, Cycle Instructors and Road Crossing Patrol staff.

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

3.4. Agency staff

As at 31 March 2025, there were agency staff working in all the Directorates. The numbers varied from 24 in GET to 506 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 8.3%. When the group of younger staff is extended to take into account staff aged 30 or under, the figure in CED rises to 20.4% ASCH has the lowest proportion of staff aged 25 and under, at 3.9%, rising to 11.9% when the group of younger staff is extended to take into account staff aged 30 or under.

Staff aged 50 or over account for 49.0% 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 1.8%, followed by CYPE at 3.0%.

3.6. Sickness performance indicators

Once again, the sickness rates varied noticeably between Directorates, from the lowest in CED at 4.5 days lost per FTE, to 11.5 days lost per FTE in ASCH.

Appendix 6 provides detailed information on sickness levels.

3.7. Staff by salary band

Distribution across the salary bands varies considerably between the Directorates. The proportion of contracts at KR6 & below varies from 17.6% in DCED to 47.5% in GET. DCED and CED have the highest proportion of staff on more highly graded contracts (KR14 & above), 5.3% in DCED and 5.6% in CED.

Appendix 4 shows detailed information on staff by salary band.

3.8. Turnover (excluding CRSS staff)

Overall turnover levels have increased to 13.4% during 2024-25 (11.9% in 2023-24). The turnover rate is lowest in CED at 8.9%, followed by DCED at 10.5%. Turnover in ASCH is at 12.3% (11.1% in 2023-24). CYPE continues to have the highest turnover at 16.1% (14.3% in 2023-24).

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 86.1% and 85.6% respectively, and lowest in GET at 64.6%. The figures for the Leadership population range from 40.3% in GET (37.9% in 2023-24) to 76.4% in ASCH (76.8% in 2023-24).

The percentage of staff from an Ethnic Minority background varies from 5% in GET to 14.4% in ASCH. Within the Leadership groups, the figures range from 3.2% in GET to 8.7% in CED.

The proportion of Disabled staff varies from 5.1% in CED to 7.1% in DCED, and the proportion in the Leadership groups varies from 2.8% in ASCH to 10.2% 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

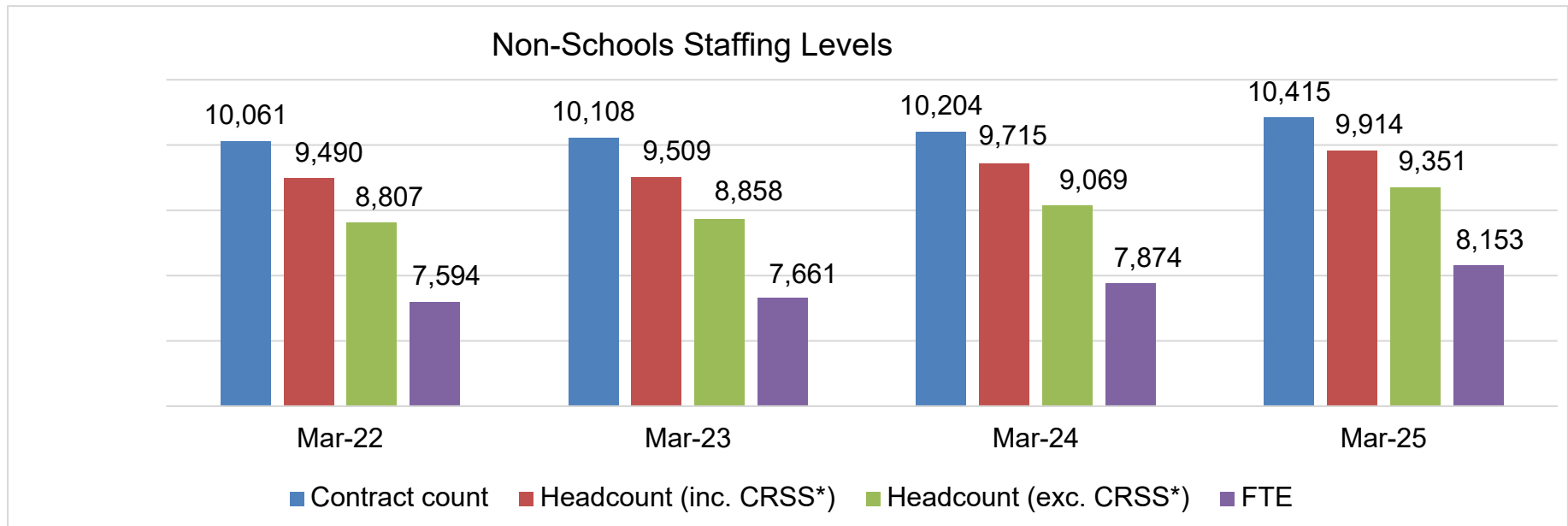
Background Documents: None

Appendix 1 – Staffing Levels

Non-Schools Workforce: Staffing Levels

	Mar-22	Mar-23	Mar-24	Mar-25	Change Mar-24 to Mar-25	% Mar-24 to Mar-25
Contract count	10,061	10,108	10,204	10,415	211	2.0%
Headcount (inc. CRSS*)	9,490	9,509	9,715	9,914	199	2.0%
Headcount (exc. CRSS*)	8,807	8,858	9,069	9,351	282	3.0%
FTE	7,594	7,661	7,874	8,153	279	3.4%

*CRSS = Casual Relief, Sessional & Supply

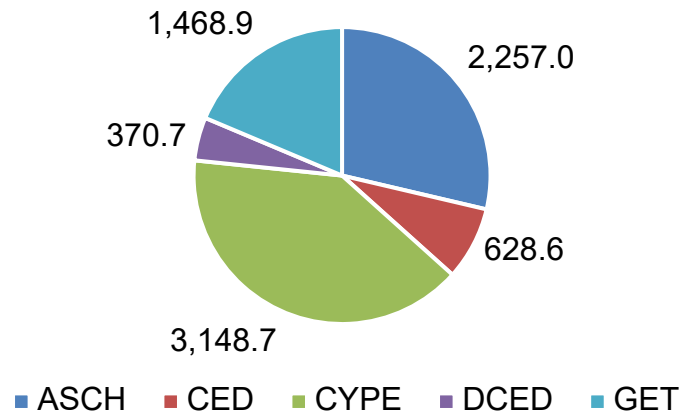


Directorates: Staffing Levels

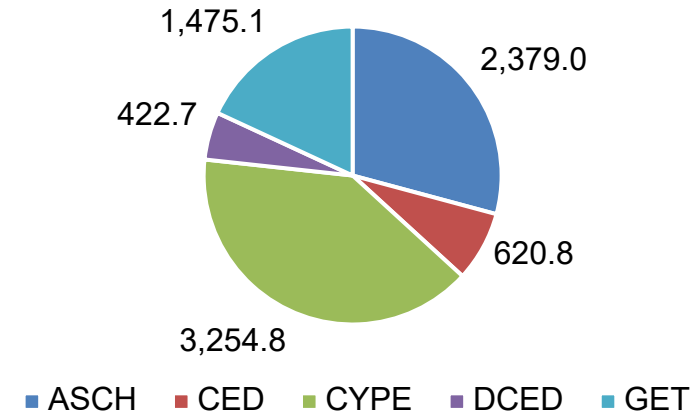
Directorate	Contract Count Mar-24	Contract Count Mar-25	Headcount (Inc CRSS) Mar-24	Headcount (Inc CRSS) Mar-25	Headcount (exc CRSS) Mar-24	Headcount (exc CRSS) Mar-25	FTE Mar-24	FTE Mar-25
ASCH	2,746	2,900	2,637	2,773	2,577	2,712	2,257.0	2,379.0
CED	676	669	672	666	669	662	628.6	620.8
CYPE	4,099	4,148	3,895	3,936	3,517	3,601	3,148.7	3,254.8
DCED	394	449	394	449	394	449	370.7	422.7
GET	2,289	2,249	2,144	2,125	1,917	1,936	1,468.9	1,475.1

*CRSS = Casual Relief, Sessional & Supply

Directorates: Staffing Levels FTE Mar-24



Directorates: Staffing Levels FTE Mar-25

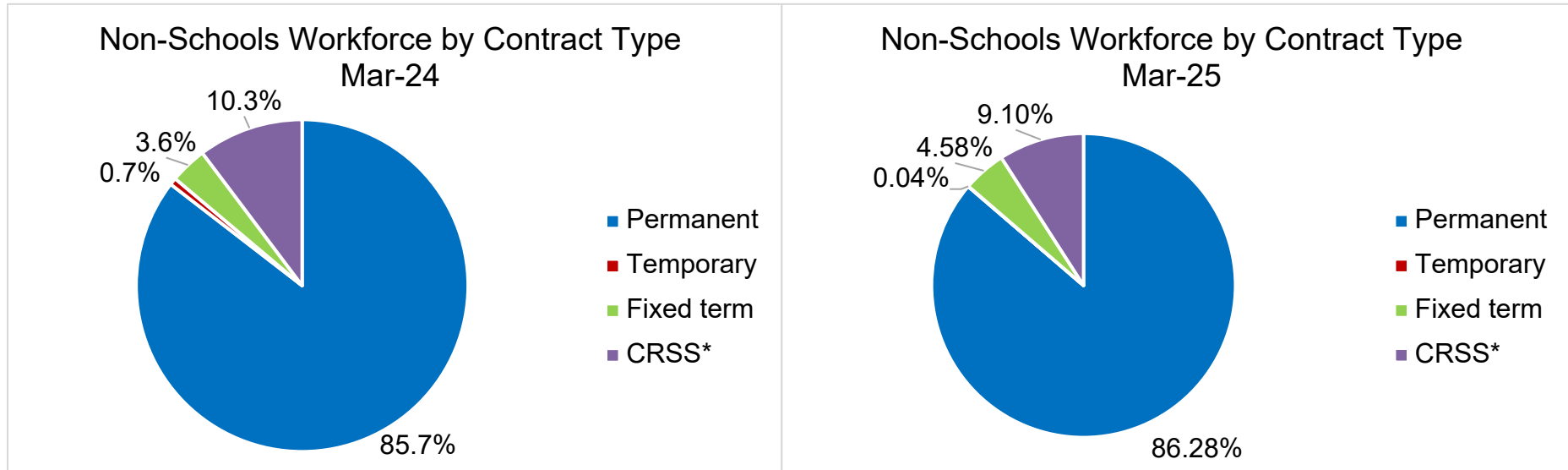


Appendix 2 – Contract Types

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

	Mar-24 Count	Mar-24 %	Mar-25 Count	Mar-25 %
Permanent	8,744	85.7%	8,986	86.3%
Temporary	70	0.7%	4	0.0%
Fixed term	367	3.6%	477	4.6%
CRSS*	1,023	10.3%	948	9.1%
Total	10,204	100%	10,415	100%

*CRSS = Casual Relief, Sessional & Supply

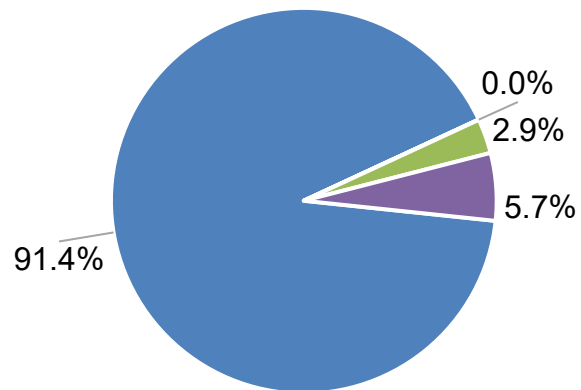


Directorates: Staff by Contract Type (Grouped)

Directorates	Permanent Mar-24	Permanent Mar-25	Temporary Mar-24	Temporary Mar-25	Fixed-term Mar-24	Fixed-term Mar-25	CRSS Mar-24	CRSS Mar-25
ASCH	92.1%	91.4%	0.5%	0.0%	2.0%	2.9%	5.3%	5.7%
CED	89.4%	88.0%	1.0%	0.2%	8.7%	10.9%	0.9%	0.9%
CYPE	82.3%	82.9%	0.7%	0.0%	4.0%	4.9%	13.1%	12.2%
DCED	95.2%	95.6%	0.3%		4.6%	4.4%	0.0%	
GET	81.4%	83.6%	0.9%	0.0%	3.1%	4.3%	14.6%	12.1%

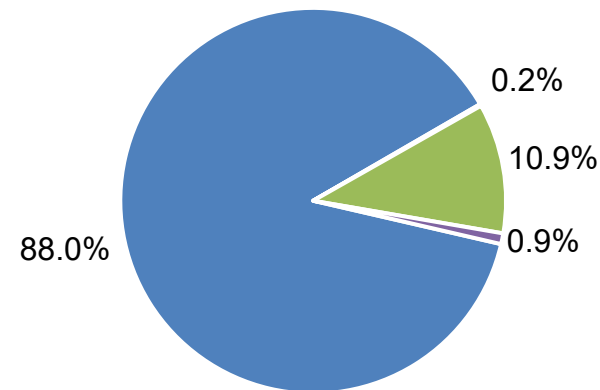
*CRSS = Casual Relief, Sessional & Supply staff.

Adults Social Care and Health



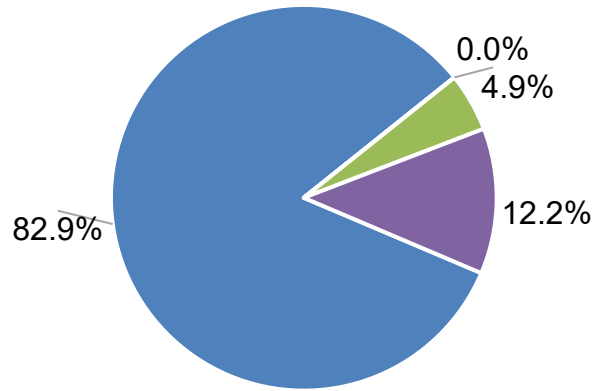
■ Permanent ■ Temporary ■ Fixed-term ■ CRSS

Chief Executives Department



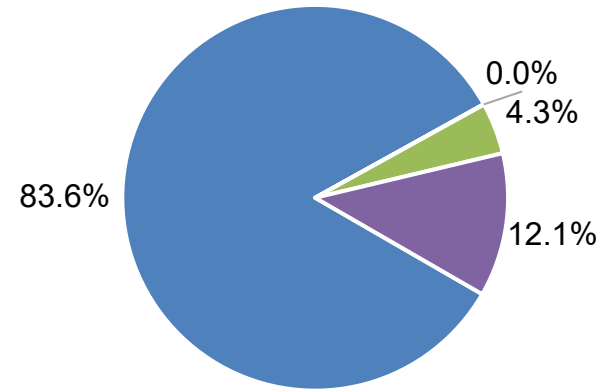
■ Permanent ■ Temporary ■ Fixed-term ■ CRSS

Children, Young People and Education



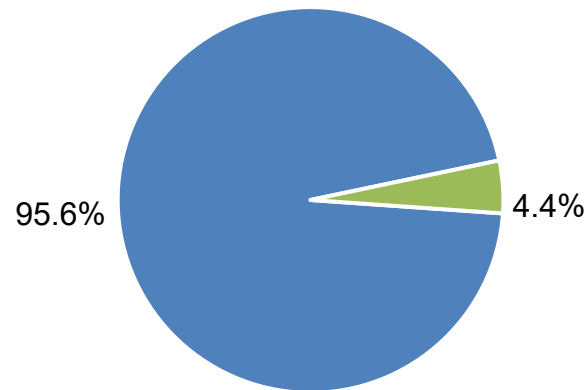
■ Permanent ■ Temporary ■ Fixed-term ■ CRSS

Growth, Environment and Transport



■ Permanent ■ Temporary ■ Fixed-term ■ CRSS

Deputy Chief Executives Department



■ Permanent ■ Temporary ■ Fixed-term ■ CRSS

*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 3 – Equalities

Non-Schools Workforce (excluding CRSS)*

	All Staff Mar-24	All Staff Mar-25	Leadership Group Mar-24	Leadership Group Mar-25	Kent County - 2011 Census	Kent County - 2021 Census
Female	79.7%	79.6%	64.3%	64.0%	51.1%	51.2%
Ethnic Minority	9.4%	11.5%	6.9%	6.6%	6.3%	10.6%
Disabled	5.8%	6.2%	4.6%	4.4%	17.6%	17.8%
Faith/Religion	45.7%	46.0%	44.7%	45.5%	66.0%	53.4%
LGBQ+	3.4%	3.9%	3.0%	4.0%		2.7%
Transgender	0.4%	0.4%	0.2%	0.4%		0.2%
aged 25 and under	5.8%	5.7%	0.0%	0.0%		
aged 30 and under	15.0%	14.6%	1.2%	0.7%		
aged 31 - 49	43.6%	44.9%	50.0%	51.9%		
aged 50 and over	41.4%	40.5%	48.8%	47.5%		
aged 65 and over	4.8%	4.8%	2.8%	2.6%		

Directorates: All Staff (excluding CRSS)*

Directorate	Female Mar-25	Ethnic Minority Mar-25	Disabled Mar-25	LGBQ+ Mar-25	Faith Mar-25	Transgender Mar-25
ASCH	85.6%	14.4%	6.0%	3.8%	48.4%	0.4%
CED	72.4%	9.4%	5.1%	6.0%	37.2%	0.5%
CYPE	86.1%	13.3%	6.7%	3.9%	47.6%	0.3%
DCED	67.0%	9.8%	7.1%	3.8%	40.5%	0.0%
GET	64.6%	5.0%	5.7%	3.3%	44.0%	0.5%

*CRSS = Casual Relief, Sessional & Supply staff.

Directorates: Leadership Group (excluding CRSS*)

Directorate	Female Mar-25	Ethnic Minority Mar-25	Disabled Mar-25	LGBQ+ Mar-25	Faith Mar-25	Transgender Mar-25
ASCH	76.4%	8.5%	2.8%	4.7%	54.7%	0.9%
CED	57.6%	8.7%	3.3%	1.1%	42.4%	0.0%
CYPE	72.9%	4.9%	4.9%	6.3%	39.6%	0.0%
DCED	53.1%	8.2%	10.2%	4.1%	40.8%	0.0%
GET	40.3%	3.2%	3.2%	1.6%	51.6%	1.6%

Directorates: All staff (excluding CRSS*)

Directorate	Aged 25 and Under	Aged 30 and under	Aged 50 and over	Aged 65 and over
ASCH	3.9%	11.9%	43.9%	5.2%
CED	8.3%	20.4%	27.5%	1.8%
CYPE	6.2%	15.6%	35.9%	3.0%
DCED	4.0%	13.6%	40.3%	3.6%
GET	6.60%	14.7%	49.0%	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%	48.1%	2.8%
CED	0.0%	2.2%	38.0%	2.2%
CYPE	0.0%	0.0%	49.3%	2.1%
DCED	0.0%	2.0%	53.1%	2.0%
GET	0.0%	0.0%	51.6%	4.8%

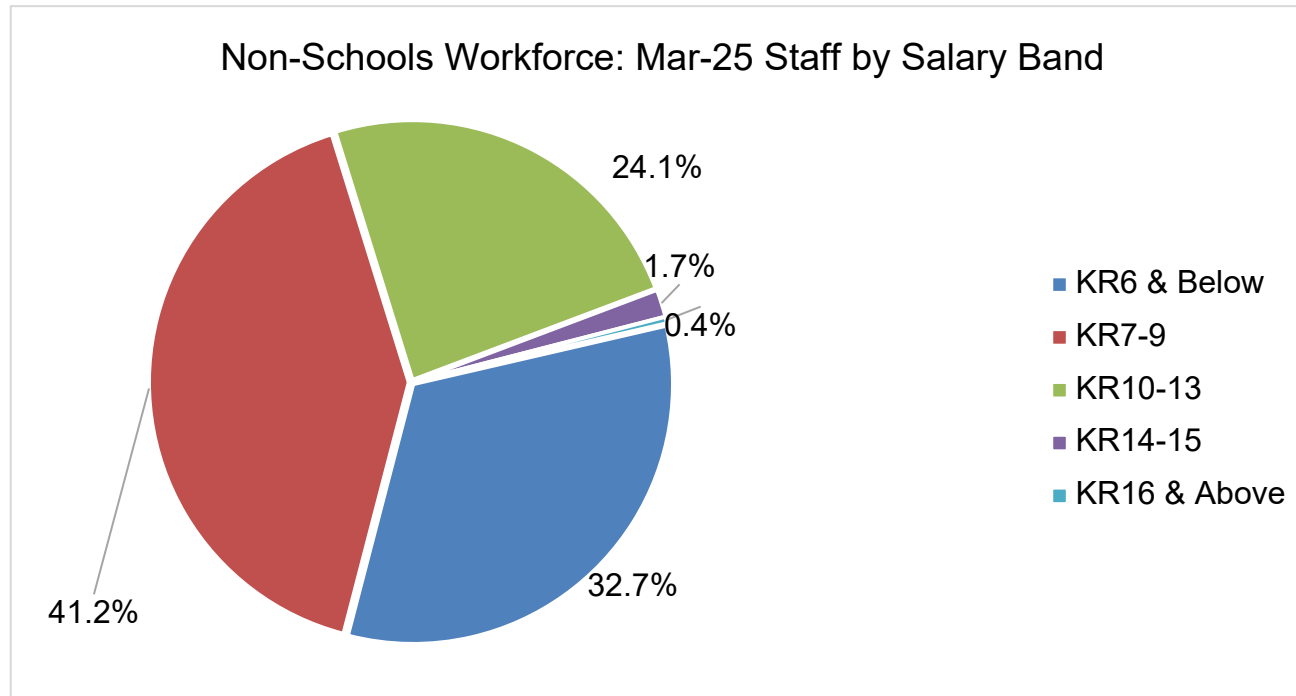
CRSS = Casual, Relief, Sessional and Supply staff.

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-24	Mar-24 %	Count Mar-25	Mar-25 %
KR6 & Below	3,154	34.8%	3,042	32.7%
KR7-9	3,550	39.2%	3,834	41.2%
KR10-13	2,170	23.9%	2,241	24.1%
KR14-15	152	1.7%	160	1.7%
KR16 & Above	40	0.4%	38	0.4%
Total	9,066	100.0%	9,315	100.0%



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

Grade	ASCH Mar-24	ASCH Mar-25	CED Mar-24	CED Mar-25	CYPE Mar-24	CYPE Mar-25	GET Mar-24	GET Mar-25	DCED Mar-24	DCED Mar-25
KR6 & Below	40.7%	38.6%	21.7%	19.2%	28.0%	24.3%	46.8%	47.5%	18.0%	17.6%
KR7-9	38.3%	40.0%	34.8%	35.7%	44.9%	49.2%	34.1%	33.0%	26.7%	28.7%
KR10-13	19.7%	20.0%	38.2%	39.5%	24.8%	24.4%	18.1%	18.4%	49.0%	48.3%
KR14-15	0.8%	0.9%	3.8%	4.1%	2.1%	2.0%	0.8%	0.9%	4.8%	4.2%
KR16 & above	0.5%	0.5%	1.5%	1.5%	0.1%	0.1%	0.3%	0.3%	1.5%	1.1%

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

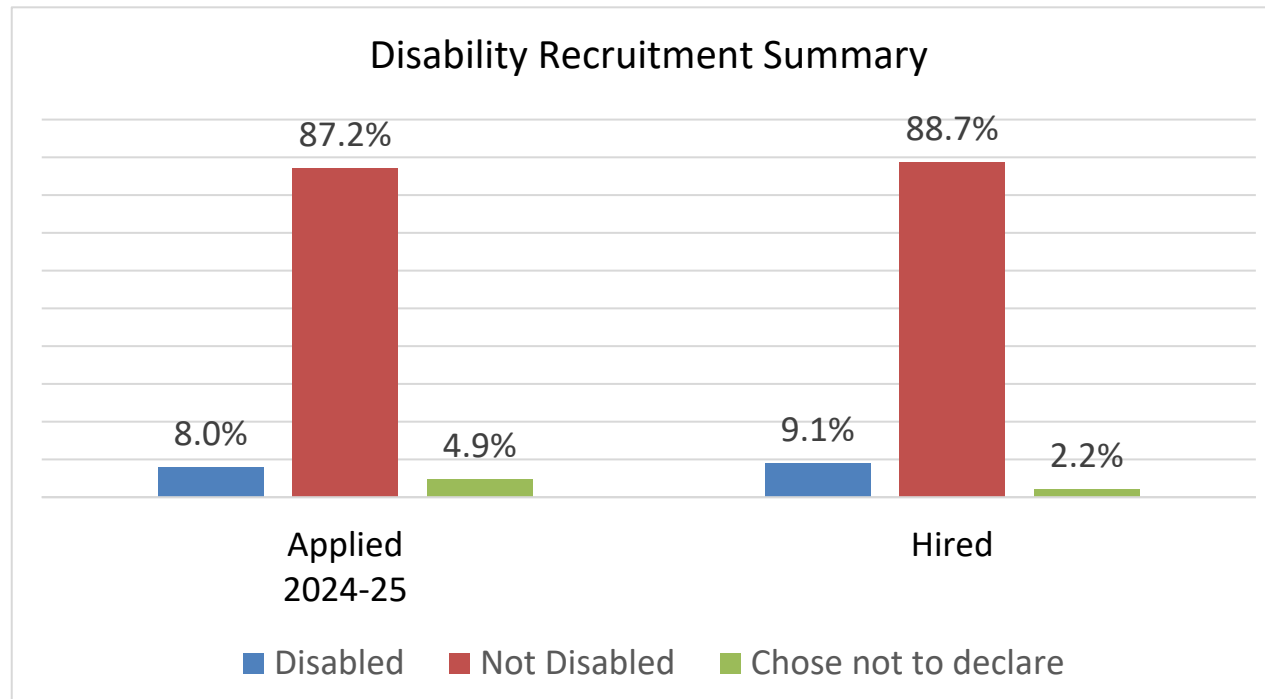
*CRSS = Casual Relief, Sessional & Supply staff.

Appendix 5 – Recruitment

The figures stated in the column 'shortlisted' reflect the candidates' positions at the exact time of reporting – it represents the number of candidates in the recruitment process on 31st March 2025 who have been shortlisted or invited to interview, and therefore not yet progressed to hired, withdrawn or rejected. Figures reported for 2023-24 may be slightly different to those reported in the previous Annual Workforce Profile, due to a change in the reporting method.

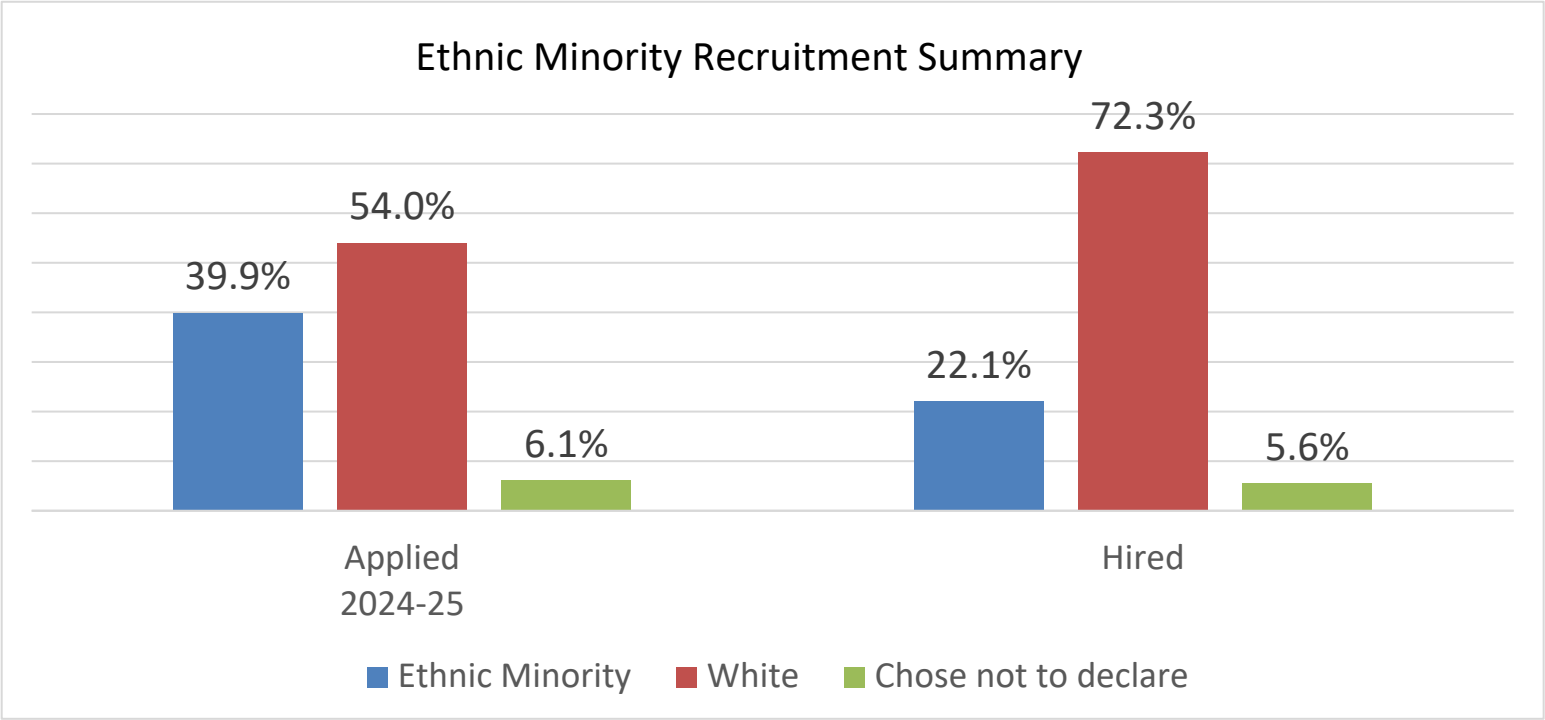
Disability Summary

	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired	2024-25 Applied	2024-25 Shortlisted	2024-25 Hired
Disabled	2,807	29	135	3,379	36	120
Not Disabled	34,281	320	1,445	36,953	368	1,173
Chose not to declare	938	7	21	2,063	9	29



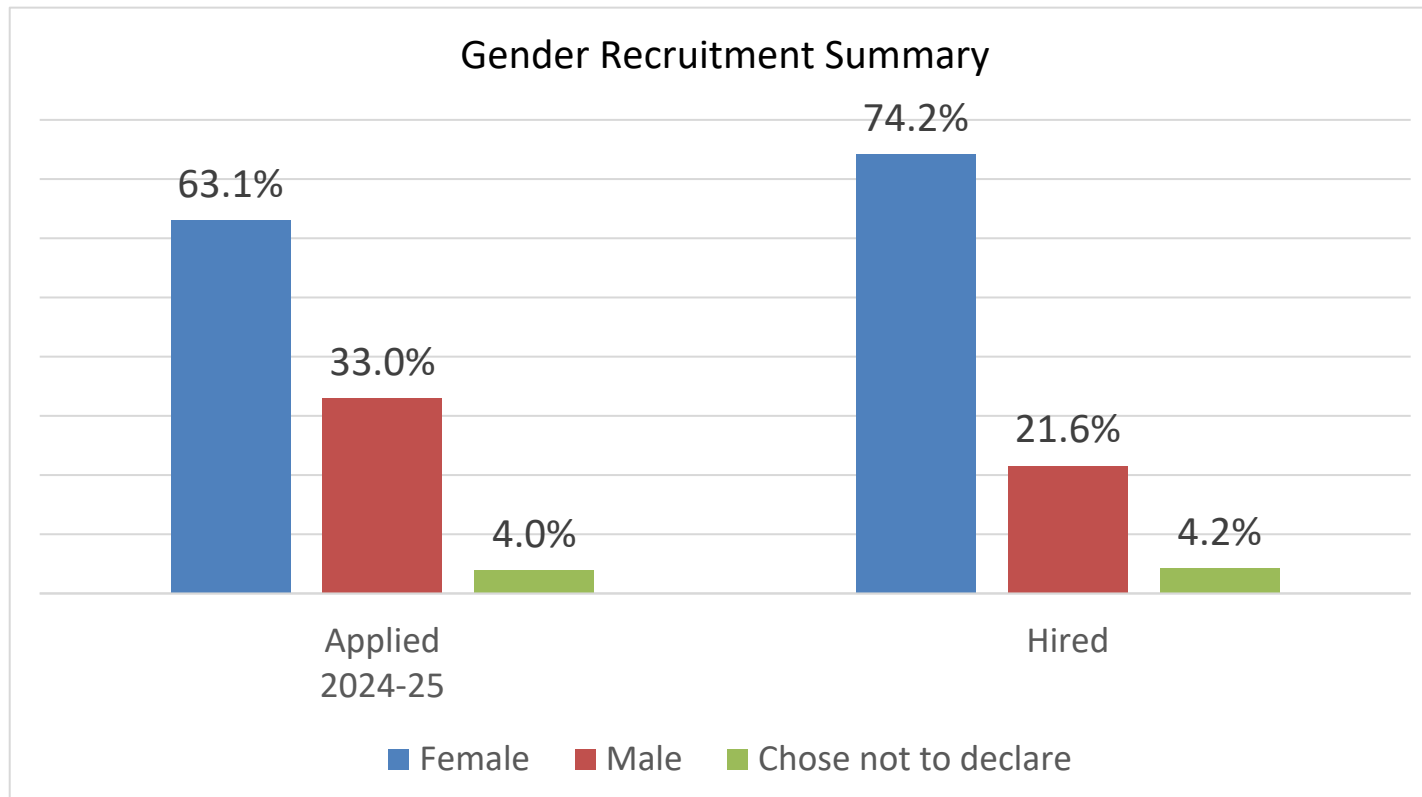
Ethnic Minority Summary

	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired	2024-25 Applied	2024-25 Shortlisted	2024-25 Hired
Black, Asian, Minority Ethnic	13,946	118	293	16,913	121	292
White	22,346	214	1,219	22,895	286	956
Chose not to declare	1,734	24	89	2,587	6	74



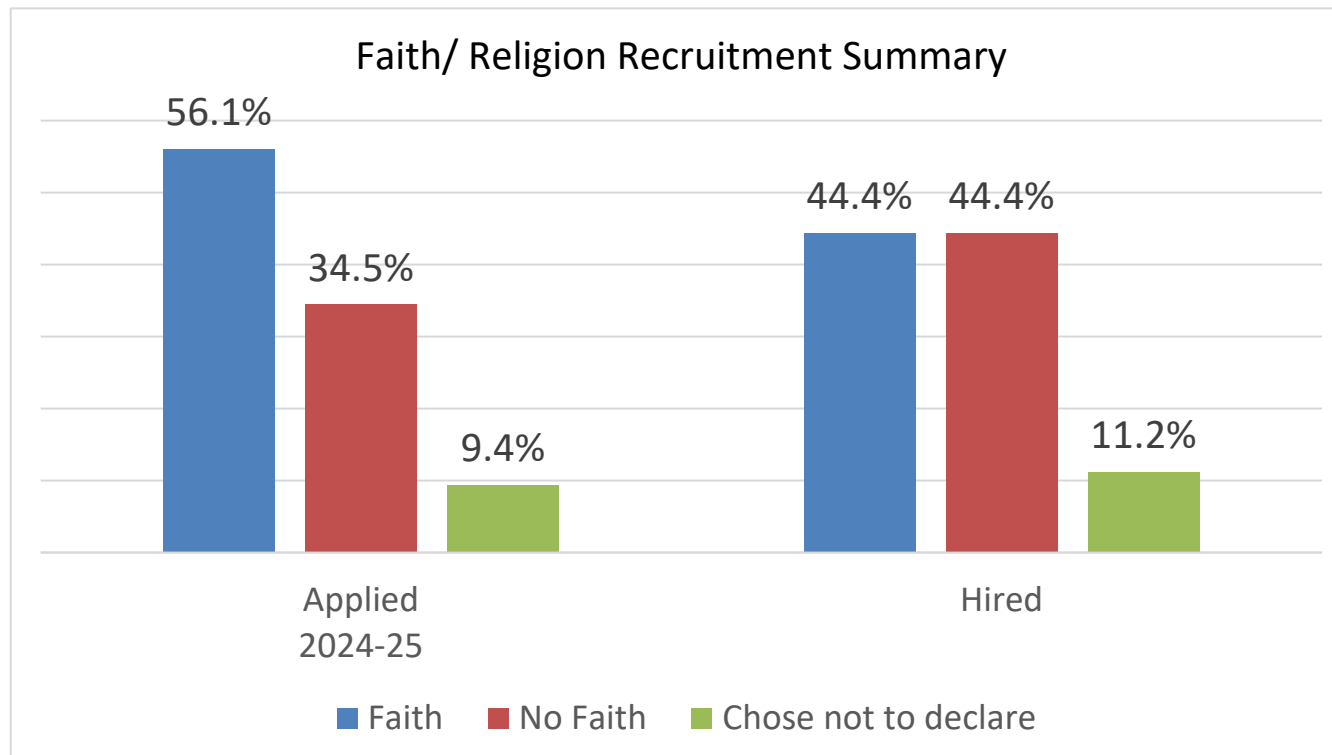
Gender Summary

	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired	2024-25 Applied	2024-25 Shortlisted	2024-25 Hired
Female	24,847	263	1,222	26,735	314	981
Male	12,185	83	312	13,983	95	285
Chose not to declare	994	10	67	1,677	4	56



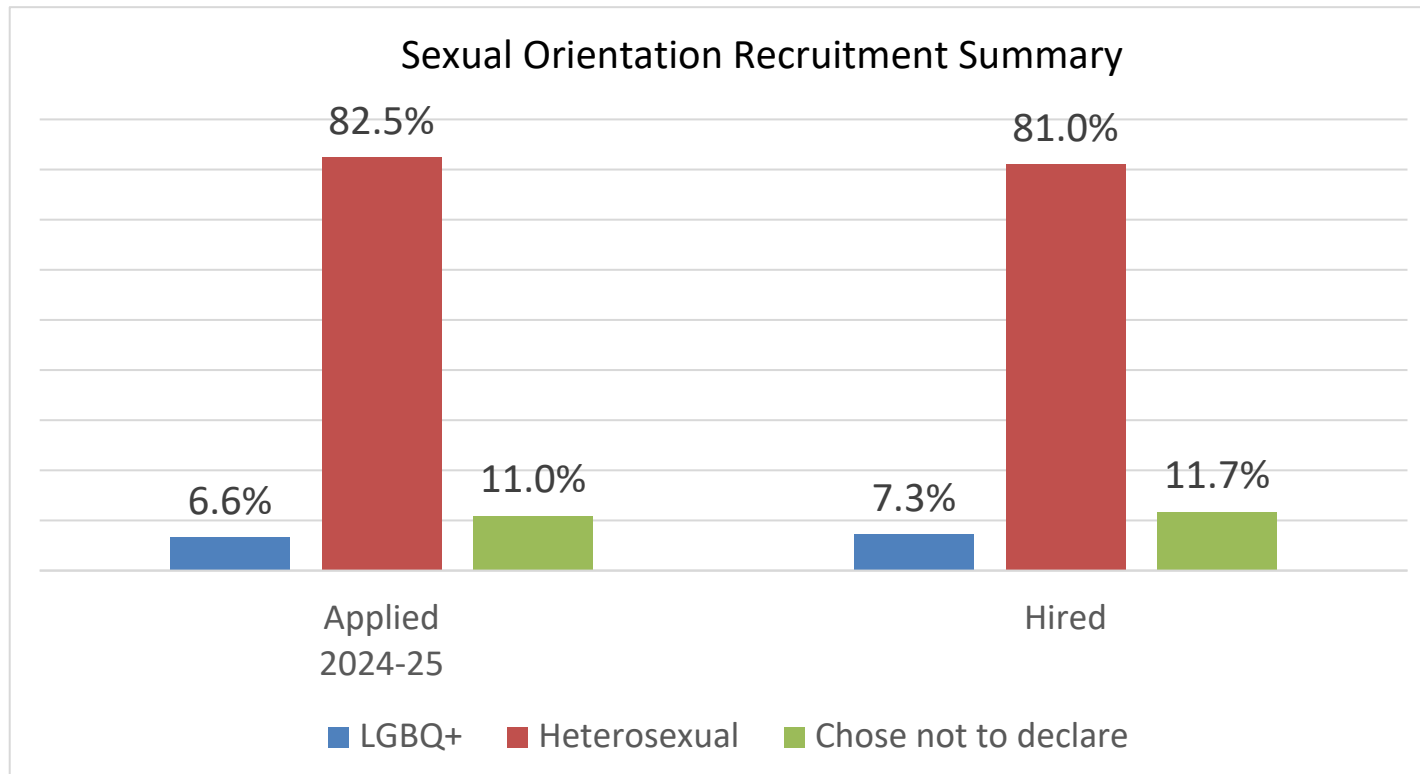
Faith/Religion Summary

	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired	2024-25 Applied	2024-25 Shortlisted	2024-25 Hired
Faith/Religion	21,298	197	753	23,788	219	587
No Faith/Religion	13,596	116	690	14,604	170	587
Chose not to declare	3,132	43	158	4,003	24	148



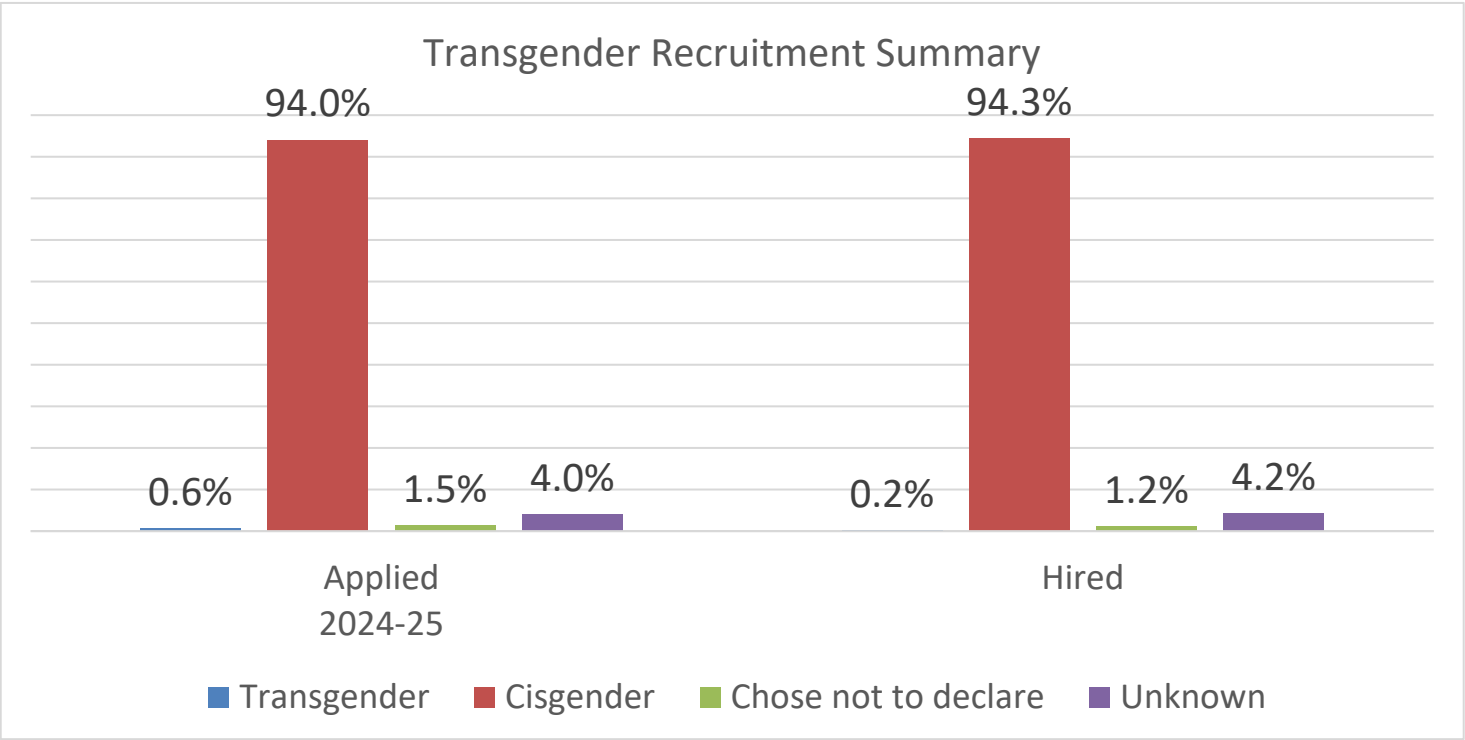
Sexual Orientation Summary

	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired	2024-25 Applied	2024-25 Shortlisted	2024-25 Hired
LGBQ+	2,380	15	99	2,796	24	96
Heterosexual	31,987	309	1,334	34,956	371	1,071
Chose not to declare	3,659	32	168	4,643	18	155



Transgender Summary

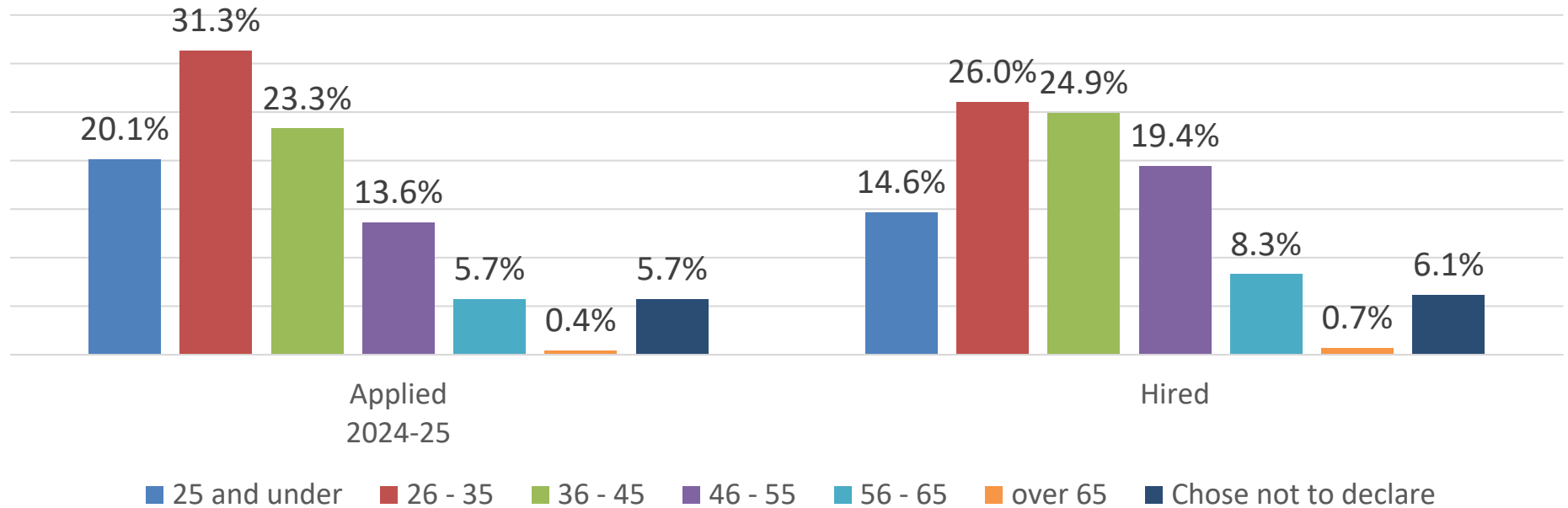
	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired	2024-25 Applied	2024-25 Shortlisted	2024-25 Hired
Transgender	207	0	5	235	2	3
Cisgender	36,304	339	1,513	39,870	407	1,247
Chose not to declare	522	7	16	613	0	16
Unknown	993	10	67	1,677	4	56



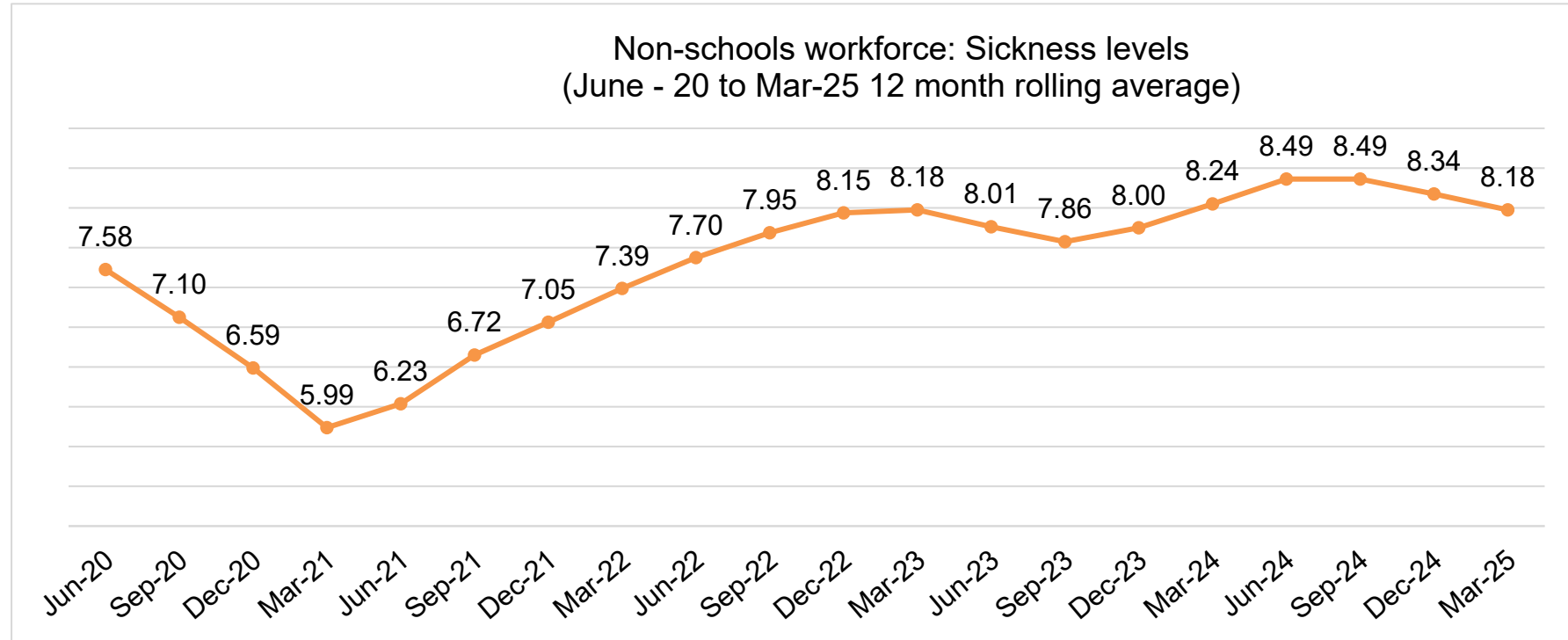
Age Summary

	2023-24 Applied	2023-24 Shortlisted	2023-24 Hired	2024-25 Applied	2024-25 Shortlisted	2024-25 Hired
25 and under	7,068	47	243	8,539	76	193
26 - 35	11,710	80	382	13,263	120	344
36 - 45	9,340	115	424	9,864	96	329
46 - 55	5,803	60	302	5,750	80	257
56 - 65	2,276	37	148	2,408	30	109
over 65	173	1	9	153	3	9
Chose not to declare	1,656	16	93	2,418	8	81

Age Recruitment Summary



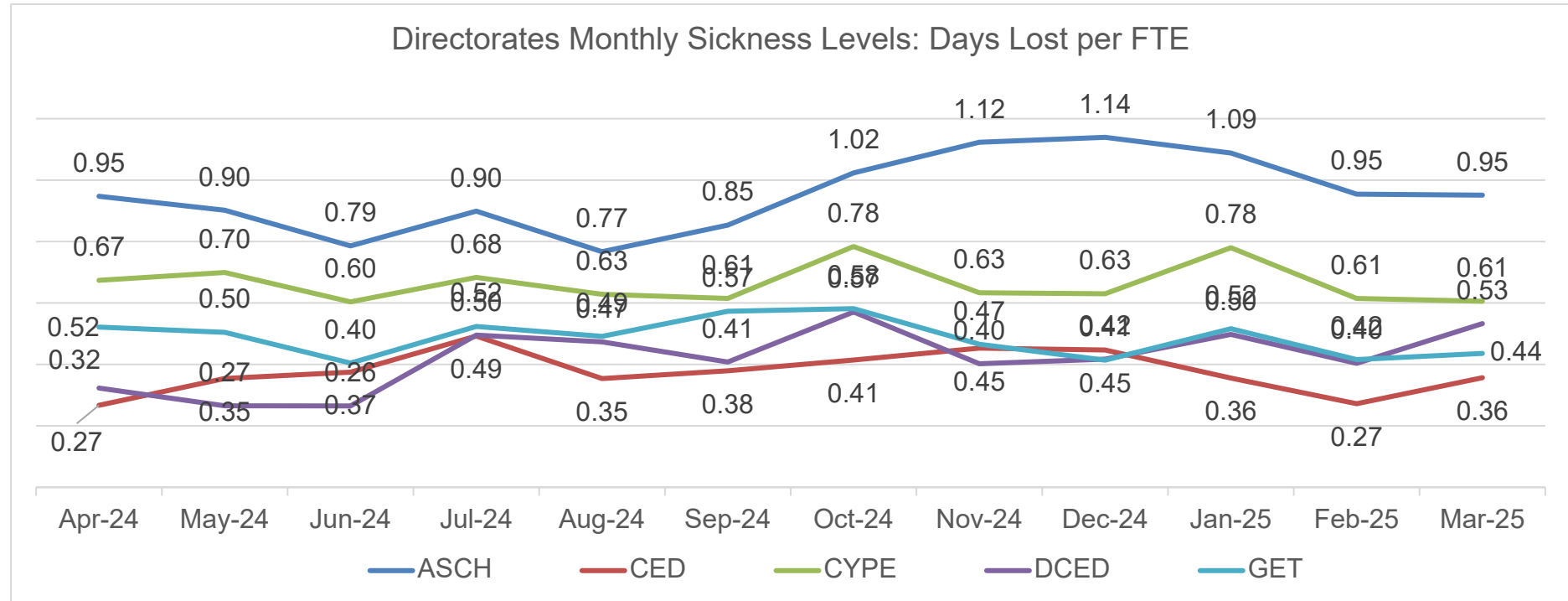
Appendix 6 - Sickness



Non-Schools Workforce: Sickness Levels

Month	Days lost per FTE in month	12 month rolling average
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
un-24	0.58	8.49
Sep-24	0.65	8.49
Dec-24	0.71	8.34
Mar-25	0.65	8.18

Directorates: Sickness Days Lost per FTE

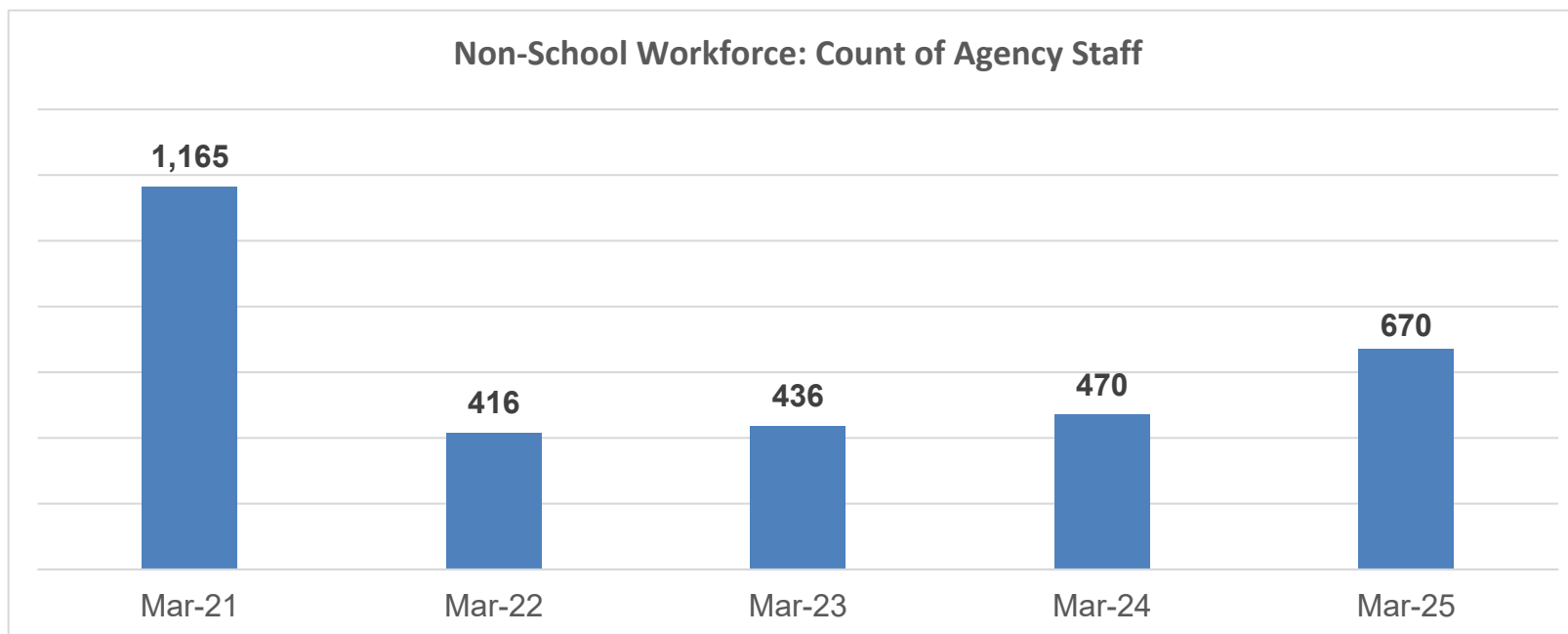


Directorate	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	TOTAL
ASCH	0.95	0.90	0.79	0.90	0.77	0.85	1.02	1.12	1.14	1.09	0.95	0.95	11.46
CED	0.27	0.35	0.37	0.49	0.35	0.38	0.41	0.45	0.45	0.36	0.27	0.36	4.52
CYPE	0.67	0.70	0.60	0.68	0.63	0.61	0.78	0.63	0.63	0.78	0.61	0.61	7.94
DCED	0.32	0.27	0.26	0.50	0.47	0.41	0.57	0.40	0.42	0.50	0.40	0.53	5.08
GET	0.52	0.50	0.40	0.52	0.49	0.57	0.58	0.47	0.41	0.52	0.42	0.44	5.85

Appendix 7 – Agency Staff

Non-Schools Workforce: Agency Staff

	2022-23 excluding COVID	2022-23 including COVID	2023-24	2024-25
Count of agency staff at year end	436	436	470	670
Agency spend in year	£29,712,090	£30,142,997	£31,454,465	£33,378,791
Staffing budget for year (inc. pensions and agency).	£369,832,553	£371,897,758	£400,296,079	£428,101,0345
Agency spend in year as % of staffing budget	8.0%	8.1%	7.9%	7.8%



Directorates: Agency Staff

Directorates	2022-23	2023-24	2024-25
ASCH	49	36	65
CYPE	303	354	506
GET	32	17	24
ST/CED	52	63	75
Total	436	470	670

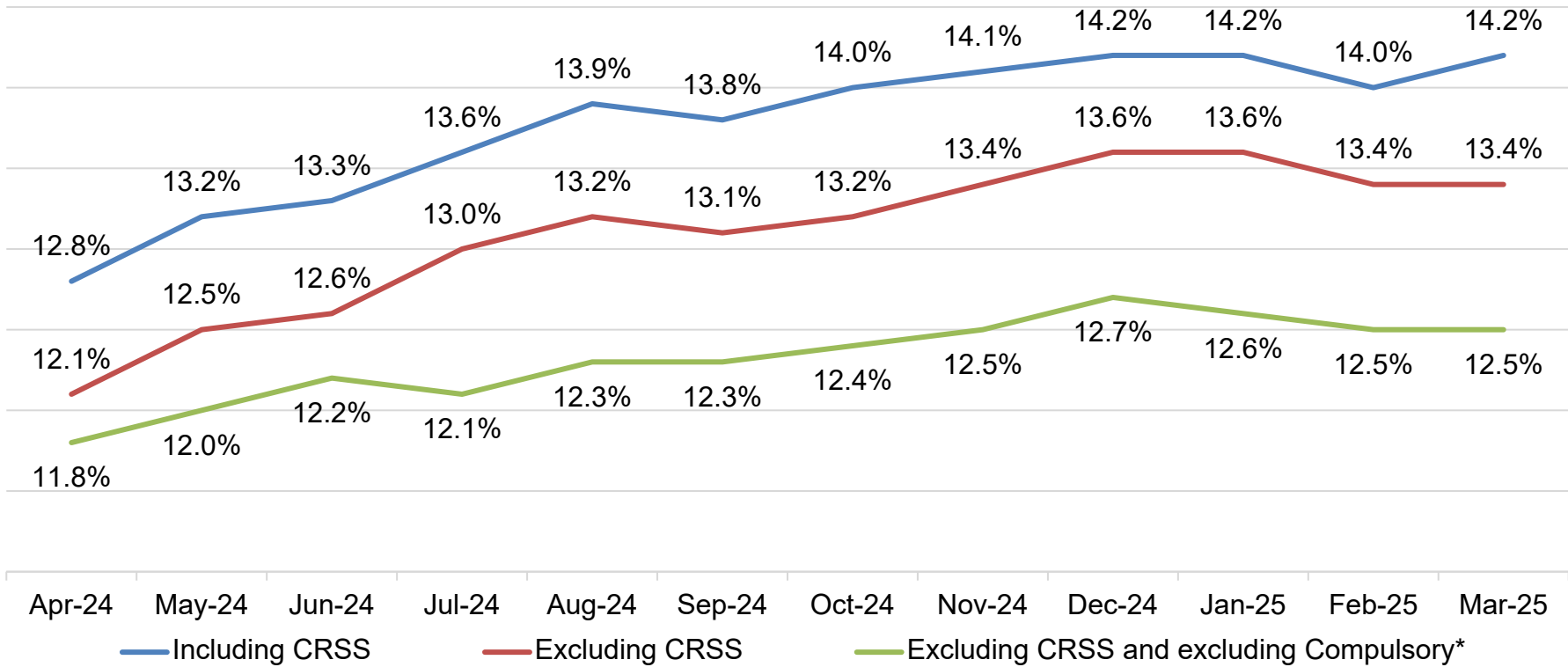
Appendix 8 – Turnover

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

	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Including CRSS	12.8%	13.2%	13.3%	13.6%	13.9%	13.8%	14.0%	14.1%	14.2%	14.2%	14.0%	14.2%
Excluding CRSS	12.1%	12.5%	12.6%	13.0%	13.2%	13.1%	13.2%	13.4%	13.6%	13.6%	13.4%	13.4%
Excluding CRSS and excluding Compulsory*	11.8%	12.0%	12.2%	12.1%	12.3%	12.3%	12.4%	12.5%	12.7%	12.6%	12.5%	12.5%

*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)



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

	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
ASCH	11.2%	11.8%	11.2%	12.5%	13.0%	12.7%	13.0%	13.4%	13.5%	13.4%	13.1%	12.6%
CED	8.7%	8.7%	8.9%	8.6%	8.1%	8.1%	7.9%	8.2%	8.4%	7.9%	8.1%	8.8%
CYPE	15.7%	15.8%	16.6%	16.9%	17.1%	17.1%	16.9%	17.0%	16.8%	16.8%	16.6%	17.0%
DCED	10.4%	10.9%	10.3%	10.3%	11.2%	9.9%	10.3%	10.9%	11.5%	10.2%	10.6%	10.5%
GET	11.3%	12.2%	12.0%	11.2%	11.4%	11.8%	12.4%	12.0%	12.5%	13.0%	13.0%	13.3%

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

	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
ASCH	10.7%	11.3%	10.7%	11.9%	12.4%	12.3%	12.5%	12.9%	13.1%	13.0%	12.7%	12.3%
CED	8.7%	8.8%	8.9%	8.6%	8.2%	8.1%	8.0%	8.3%	8.4%	8.0%	8.1%	8.9%
CYPE	14.9%	15.0%	16.1%	16.4%	16.4%	16.5%	16.3%	16.6%	16.5%	16.4%	16.2%	16.1%
DCED	10.4%	10.9%	10.3%	10.3%	11.2%	9.9%	10.3%	10.9%	11.5%	10.2%	10.6%	10.5%
GET	10.5%	11.2%	10.8%	10.3%	10.3%	10.6%	11.1%	10.9%	11.3%	11.9%	12.0%	12.2%

Appendix 9 – Leavers Listed by Leaving Reason

Leaving Reason	Grouping	Total
Resignation - New Employment	Resignation	389
Resignation - Other	Resignation	365
Retirement - Normal	Retirement	145
Resignation - Personal /Domestic Reasons	Resignation	80
PR/Casual - Not Claimed in the last 12 months	Other	8
End of Fixed Term Contract	Other	48
Compulsory Redundancy	Redundancy	88
Mutual Termination	Other	25
Resignation - Career Development	Resignation	33
Contract Terminated within Probation	Dismissal	14
Deceased	Other	14
Resignation - Nature of Work	Resignation	16
Resignation - Pay	Resignation	5
End of Temporary Contract	Other	6
Unknown	Other	13
Dismissal - SOSR	Dismissal	4
Resignation - During formal process	Resignation	20
Dismissal - Capability - Performance	Dismissal	11
Early Retirement - Ill Health (Tier 1)	Retirement	8
Voluntary Redundancy	Redundancy	66
Resignation - Competition from other employers	Resignation	0
Resignation - Conditions of employment	Resignation	9
Voluntary Early Retirement	Retirement	8
Termination of Supply/Sessional Staff	Dismissal	1
Dismissal - Conduct	Dismissal	8
Early Retirement - Efficiency of the Service	Retirement	3
Dismissal - Capability - Statutory Prohibition/Ban	Dismissal	2
Second Retirement	Retirement	0
Dismissal - Capability - Health	Dismissal	2
Blank	Other	1
	Total	1,392

Grouping	Headcount	Proportion
Dismissal	42	3%
Redundancy	154	11%
Resignation	917	66%
Retirement	164	12%
Transfer	0	0%
Other	115	8%
Total	1,392	100%

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

Appendix 10 – Schools

4.1 Introduction

Oracle HR is no longer used to hold KCC maintained schools data and therefore the only information available is from *The Schools Workforce Census*.

4.2 The School Workforce Census

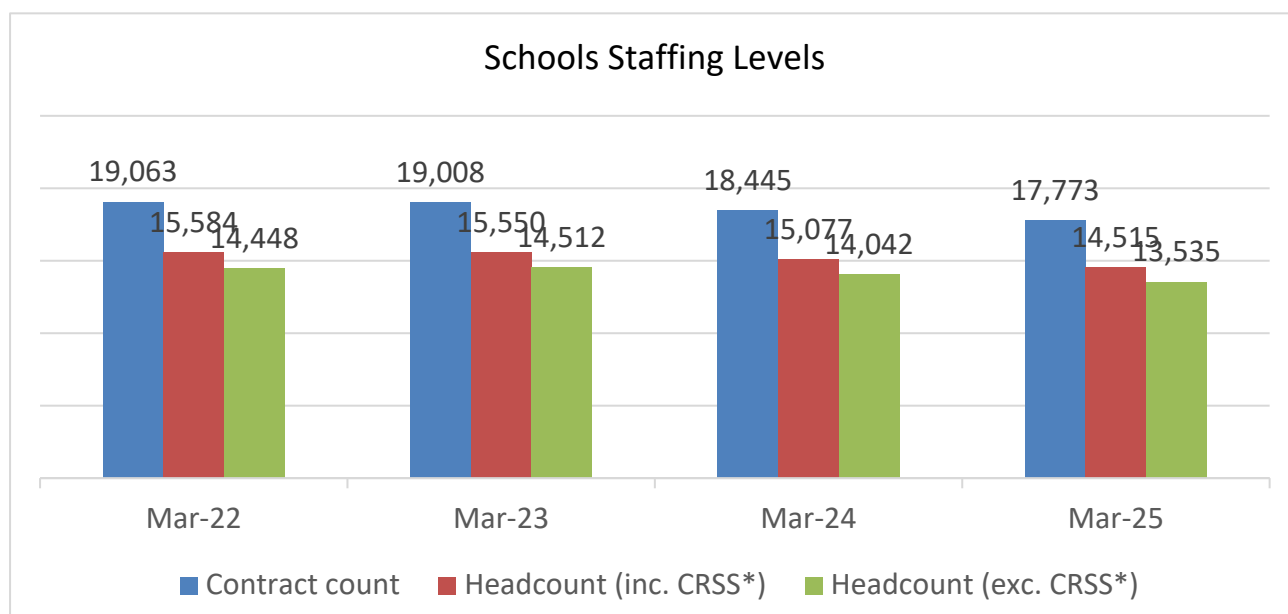
The annual census of all Local Authority schools, the School Workforce Census (SWC) took place in November 2024 and showed that there were 294 schools in Kent, comprising of 251 Primary schools, 22 Secondary schools (inc. 5 PRUs) and 21 Special schools.

Between December 2023 and November 2024, 4 schools left KCC to adopt Academy status; of these 3 were Primary and 1 Secondary schools.

During the period 1 September 2023 to 31 August 2024, a total of 99,945 days were lost due to sickness by school-based staff, of which 25,270 of these were taken by teaching staff.

Schools Workforce: Staffing Levels

	Mar-22	Mar-23	Mar-24	Mar-25	Change Sep-24 to Mar-25	% Sep-24 to Mar-25
Contract count	19,063	19,008	18,445	17,773	-198	-1.1%
Headcount (inc. CRSS*)	15,584	15,550	15,077	14,515	-198	-1.3%
Headcount (exc. CRSS*)	14,448	14,512	14,042	13,535	-155	-1.1%
FTE	10,309.8	10,390	10,135	9,830	-114	-1.1%



*CRSS = Causal, relief and sessional staff.

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From: Brian Collins – Deputy Leader
 Paul Royel – Director HR & OD

To: Personnel Committee – 23 September 2025

Subject: Employee Relations Casework Activity

Classification: Unrestricted

Summary: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2024 to 31 March 2025.

Recommendation(s):

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

1. Introduction

- 1.1 Personnel Committee are provided with an update on the disciplinary, capability, resolution, and Employment Tribunal case numbers to give an overview of the numbers and distribution of cases. This report updates the Committee on the activity for the year 1 April 2024 to 31 March 2025.
- 1.2 The report reflects the range of Employee Relations cases being managed by our KCC Managers and provides a comparison of the level of case activity over the last three years. Management of performance is led by Managers and HR/OD continue to develop interventions and tools available for reference and guidance. The HR/OD Team provide professional advice to enable Managers to manage complex employee relations cases confidently and proficiently.

2. Case Analysis

- 2.1 There has been an increase in the overall number of formal cases that were supported by the HR/OD Team during 2024/25 in comparison to the previous year. This increase amounts to 51 cases across the different case types. The increase in case activity is in line with what was identified during the half year report produced for Personnel Committee in November 2024. The highest proportion of cases were managed in the CYPE (48%) and ASCH (33%) Directorates (Appendix 1).

- 2.2 Additional analysis of the data on case numbers relative to Directorate headcount identifies that for CYPE the number of cases recorded for 2024/25 amounts to just over 6% of that Directorate's headcount. For the ASCH Directorate, the proportion of cases is similar, at around 6%. For the GET Directorate the figure is just over 3% (Appendix 1).
- 2.3 Analysis of the case activity data (Appendix 1) has identified that, in line with the previous three years, the greatest volume of cases in 2024/25 were those which concern ill health (42%). The HR/OD Team continue to provide a range of health and wellbeing support and advice to enable Managers to be able to address issues concerning health at an early stage. Teams who have been identified to have a particularly high level of absence are supported with a range of targeted interventions. The case data indicates that managers continue to take a proactive approach in progressing cases in accordance with our formal process. The increase in ill health cases from 2023/24 is likely to be attributable to the additional supported targeted activity regarding managing ill health that the HR/OD Team have been undertaking with managers during the last twelve months.
- 2.4 Disciplinary cases account for 27% of the total case activity during 2024/25. There has been a broadly similar number of disciplinary cases in comparison to the previous twelve month period. Managers continue to take a robust approach to managing conduct cases where necessary with HR advice and support.
- 2.5 Resolution cases, which represent just over 8% of all case activity, registered a very a minor increase on the numbers from 2023/24. For the 2024/25 year there was also an increase in resolution cases which were identified as being related to bullying and harassment, however, these cases represent a small proportion (5.9%) of the total of all cases. Case levels indicate these types of cases are being managed with Managers taking a proactive approach where there is a need for a formal review.
- 2.6 The proportion of case activity concerned with the formal management of performance in 2024/25 has slightly increased from the figure for 2023/24. Performance cases account for 9.7% of the total case activity. The HR/OD Team continue to advise and support Managers in addressing performance concerns and where necessary through formal performance management procedures where informal interventions have not been successful.
- 2.7 The number of Employment Tribunal cases in 2024/25, where claims are lodged against KCC, has increased from the previous twelve months, however, remains significantly lower than the figures for 2021/22 and 2022/23. There are currently 6 claims pending, where hearing dates have been arranged for next year and 5 claims were settled.

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/OD.

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

- 3.2 For 2024/25 there were 6 appeals against dismissal that were examined through the formal process. 3 of appeals were not upheld, 1 appeal was upheld and a lower level disciplinary sanction was applied, 1 appeal was withdrawn and there is currently 1 case where a decision is pending.

Children young People & Education	3	3 x Conduct	Appeals not upheld
Adult Social Care & Health	1	1 x Conduct	Appeal upheld
Growth, Environment & Transport	2	1 x Some Other Substantial Reason 1 x Conduct	Appeal pending Appeal withdrawn
TOTAL	6		

4. Conclusions

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

Recommendation(s):

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

Report Author:

Jane Clayton, HR &OD Manager

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Relevant Director:

Paul Royel, Director of HR&OD

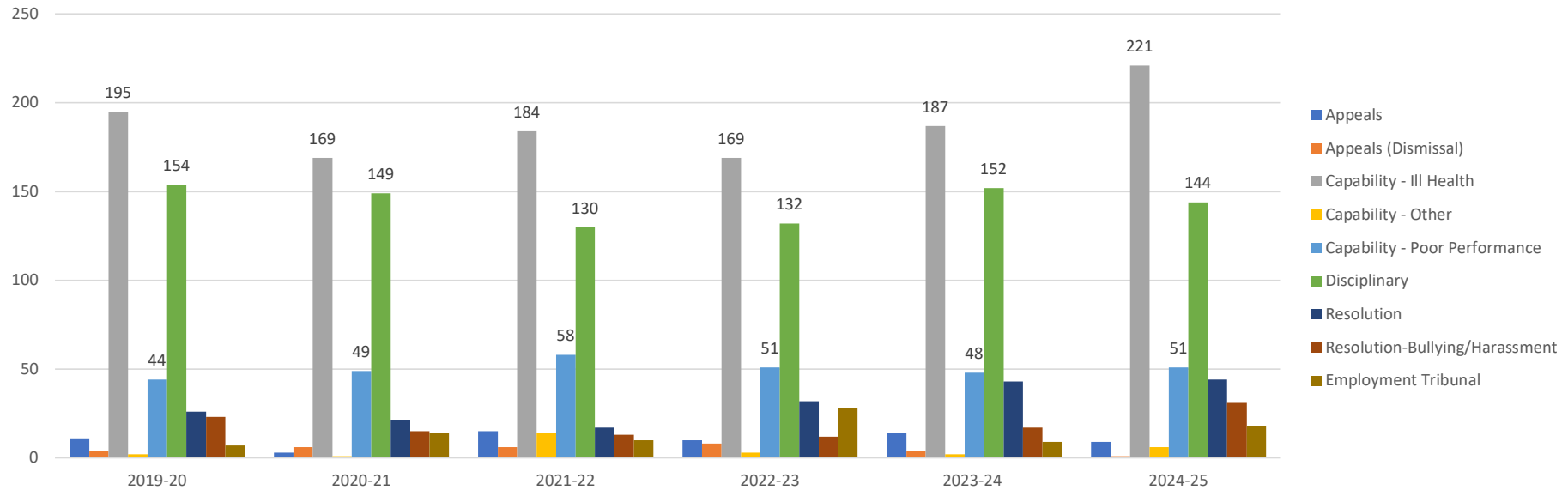
Telephone number Ext 416631

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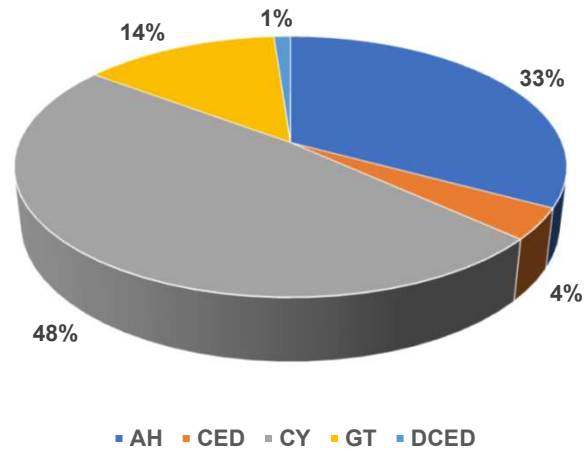
April 2021 - March 2022		April 2022 - March 2023		April 2023-March 2024		April 2024-March 2025	
Case Type	Total No.	Case Type	Total No.	Case Type	Total No.	Case Type	Total No.
Appeals	15	Appeals	10	Appeals	14	Appeals	12
Appeals (Dismissal)	7	Appeals (Dismissal)	8	Appeals (Dismissal)	4	Appeals (Dismissal)	6
Capability - Ill Health	184	Capability - Ill Health	169	Capability - Ill Health	187	Capability - Ill Health	221
Capability - Other	14	Capability - Other	3	Capability - Other	2	Capability - Other	6
Capability - Poor Performance	58	Capability - Poor Performance	51	Capability - Poor Performance	48	Capability - Poor Performance	51
Disciplinary	130	Disciplinary	132	Disciplinary	152	Disciplinary	144
Resolution	19	Resolution	32	Resolution	43	Resolution	44
Resolution-Bullying/Harassmen	10	Resolution-Bullying/Harassmen	12	Resolution-Bullying/Harassmen	17	Resolution-Bullying/Harassment	31
Employment Tribunal	17	Employment Tribunal	28	Employment Tribunal	9	Employment Tribunal	12
Grand Total	454	Grand Total	445	Grand Total	476	Grand Total	527
Mar-22	9449	Mar-23	9509	Mar-24	9715	Mar-25	9949

Case Type Trends by Year

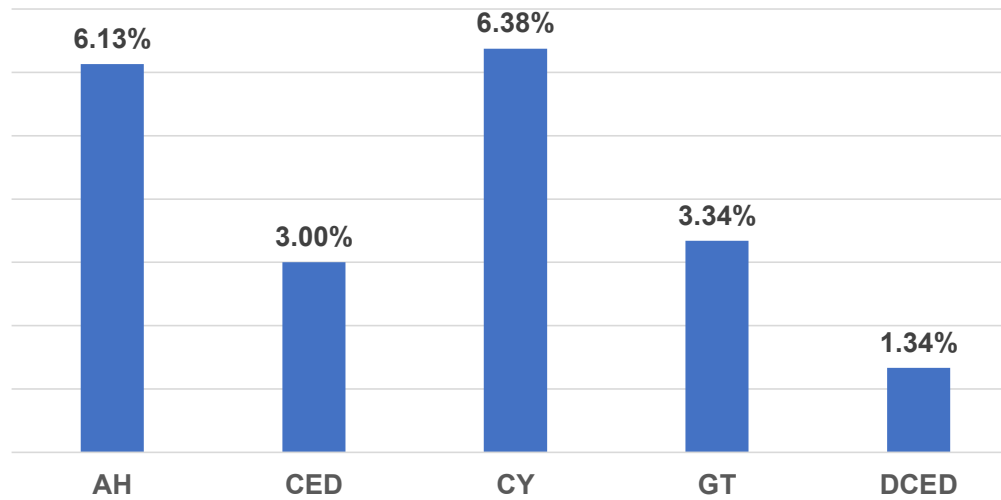


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**Percentage of Cases Actioned April 24 to March 25
by Directorate**



**Directorate Cases as a proportion of
Directorate Headcount**



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By: Brian Collins – Deputy Leader of the Council

To: Personnel Committee **Date:** 23 September 2025

Subject: People Strategy 2022/27 - Evaluation

Classification: **Restricted**

Summary: This paper introduces the third-year assessment of Kent County Council's 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 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 of the future of work, the changing nature of the workforce and the development of the way services are delivered. The People Strategy provides a solid but adaptable platform to pivot where the organisation needs to and to continue to build on the development and performance of its workforce to deliver for the residents of Kent
- 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. The successful delivery of the strategy requires a partnership between the Authority's managers, HR&OD and our employees. Alongside the Strategy HR&OD ensures that the organisation has the policies, procedures, development programmes, advice and required to facilitate managers and employees in developing a performance culture. There will be corporate elements, such as pay, that influence people's experience of working in the organisation but, ultimately, how people engage and perform will be as a result of the culture created by managers in their teams and the Directorates as a whole, through the senior leaders.

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 always be small fluctuations in the strongly performing indicators as the Council consolidates the improvements that the previous strategy delivered and builds to the future. In order to follow progress the strategy contained an initial thirteen key performance indicators that provide a benchmark and insight into whether KCC as an employer is achieving its ambitions. This has subsequently reduced to 12 indicators following the removal of KPI4, as total contribution pay assessments and ratings have been superseded by Kent County Council's new grading structure – and the manner of progressing through those grades.

2.2. These twelve along with the position as of 31st March 2025 (and the movement since 2024 in brackets) are:

- KPI1 % of employees who believe KCC cares about the wellbeing of its staff 62.9% (-0.2 percentage points)
- KPI2 Average days lost to sickness 8.18 days per fte. (-0.06)
- KPI3 % of employees who rate their engagement with KCC positively 61.4% (-0.9pp)
- KPI4 % of higher TCP ratings N/A
- KPI5 % of internal movement 10.3% (-0.4pp)
- KPI6 voluntary turnover 11.7% (+1.2pp)
- KPI7 % of employees who are satisfied with the total employment offer 57% (+1.3pp)
- KPI8 % of employees who rated their manager positively 73.6% (+0.2pp)
- KPI9 % of employees who feel they are able to access the right learning & development opportunities to support their role 73.5% (-1.9pp)
- KPI10 % of employees who rate the culture of KCC positively 70.7% (+0.2pp)
- KPI11 % of employees that see our values demonstrated in the way we operate 72.5% (+0.6pp)
- KPI12 % of employees who rate inclusion and fair treatment in KCC positively 82.1% (0.0pp)
- KPI13 KCC workforce representation compared to Kent working population.

	KCC Profile	Difference from 2024	Kent County
Gender: Female	79.4%	-0.4%	49.0%
Ethnicity: Black, and Minority Ethnic	11.6%	+2.0%	11.4%
Disability: Disabled	6.1%%	+0.5%	7.7%\$
Religion: Faith	45.8%	-0.1%	49.1%
Gender Reassignment: Transgender	0.4%	0.0%	0.5%*
Age: 16 to 25 year olds	7.4%	-0.7%	9.5%\$
Sexuality: LGBTQ+	4.0%	+0.4%	2.9%*

Notes:

\$ - economically active population in Kent

* - 16+ population

2.3 The summary position for the performance of the People Strategy in 2024/5 is that in most of the indicators there continues to be a strong performance. Where there has been movement this has not been statistically significant. What the maintenance of the organisation's position points to are successes in continuing to deliver through challenging circumstances. Some of the indicators are aggregates of a range of sub indicators which allows the organisation to identify and focus on those areas that require more attention in order to drive improvements.

3. Achievements

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

- development and implementation of a new grading structure for the Council to aid recruitment and retention as part of the positioning of our overall employment deal
- focused activity on sickness absence, especially targeted at mental health and musculoskeletal absences
- Refocus of opportunities for professional development for managers and the wider workforce with a comprehensive offer to support skills for the future, change and its impact on work and wellbeing
- 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, including launch of Managing into the Future.
- 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 candidates from as broad a talent pool as possible, 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 third 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 continues 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 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 The final two years of this strategy will be about continuing to build on the strong foundations to improve individual performance and resilience. Effective leadership and developing a culture where people can thrive and perform are paramount in ensuring that the Council can meet future transformation and change, while continuing to deliver services to the residents of Kent.

4. Recommendation

4.1 Personnel Committee are asked to note the progress of the People Strategy in its third 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

Kent County Council People Strategy 2022-27

Annual Report 2024-25

Introduction

This report presents a review of the progress made from the second into the third 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 in order 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, exercise discretionary effort and achieve while they are here. 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, with career development opportunities and the skills required, whilst ensuring the people we employ are healthy, engaged, empowered to act and are able to be themselves at work so that they are in a position to perform their best at work to deliver services to the people of Kent.

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 have been 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 intent moving towards the culmination of the current iteration of the strategy is to use those foundations to move the dial more significantly on progress against the KPIs and to develop the organisation in a way that ensures we can continue to attract the right people and that we enhance the culture of the organisation in way that supports a high performance and continues to be a place that people want to continue working in while we challenge them to be their best.

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 2023/24 is shown in brackets (represented as a percentage point) alongside the figure for 2024/25.

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 62.9% (-0.2 p.p.)

KPI 2: Average days lost to staff sickness 8.18 (-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 significantly 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 their work. The disconnect comes regarding their confidence in action being taken in relation to the matters that they raise.

In terms of sickness absence the top four reasons why people are absent from work have stayed the same, COVID related illnesses have been replaced by cancer. In the last year we have seen a slight increase in days lost to mental health but also a small decrease in musculoskeletal absences but these two reasons are still the main reasons for absence amongst the authority's employees. 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.

Work has continued on supporting staff, directly, and to support managers in order to help people who are ill to return to work and also 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 Authority is also conscious of what staff has told it about bullying and harassment they receive and this is being addressed.

The activity undertaken throughout 2024/25 to progress the Authority's position included:

- Further work to drive down sickness absence across the organisation, including targeted work with both ASCH and CYPE directorates, to address their sickness absence levels, focusing on mental health, musculoskeletal and stress related absences.

- A focus on KCC's mental health wellbeing offer including a review, refresh and promotion of KNet resources, which has seen significant levels of views.
- Further utilisation and promotion of Maximus, who offer KCC staff fully funded, confidential, 1 to 1 support sessions for up to 9 months. Maximus ran staff and manager webinars to promote their offer, which were recorded to enable on demand staff access.
- Deep dive analysis of musculoskeletal absence via a new information dashboard, to inform a review of our current interventions and support.
- Continued focus on financial wellbeing, including promotion of Wave Community Bank (33% increase in usage) and the services offered by the Money and Pensions Service, who have both run staff webinars which have been recorded to enable on demand access. Working alongside My Money Matters on their rebrand from AVC Wise, promoting their expansion of offer to include financial wellbeing and education.
- Further promotion of Shared Cost AVCs to all staff and Kent Rewards to make money go further and support financial wellbeing.
- Broader wellbeing communications and engagement activity has continued across the organisation, focusing on our priority areas, including promotion of Public Health cardiovascular disease checks for eligible staff.
- Further work to support and increase usage of KCC's inclusion passport across the organisation.
- Review of menopause support and guidance, in liaison with Unison and the Menopause Café. Work to specifically promote KCC's inclusion passport for this group, including attendance at Menopause Café.
- Collation of Workplace Adjustments across the organisation to identify trends and inform further activity, identified a significant increase in adjustments on previous years
- Update to the Dignity and Respect at Work guidance to outline expectations for reporting incidents and build a sense of psychological safety at work

Further activity proposed for 2025/26 includes:

- Continued work to on mental health, musculoskeletal and stress related absences. This includes reinforcing expectations of managing attendance proactively and positively and ensuring employees understand the importance of attendance, working to a culture shift in this area. Further targeted work will be undertaken with the ASCH and CYPE senior managers to reduce absence in these areas.
- Review, refresh and promotion of our attendance management resources.
- Enhancement of our mental health wellbeing offer, including the learning offer, to ensure that it meets the needs of our managers and staff, strengthening links with Public Health colleagues to support our agenda. Ongoing utilisation and promotion of the offer, including the support available from Maximus. Additional emphasis on resilience, in light of future change associated with LGR.
- Specific work to reduce musculoskeletal absence further. Review of musculoskeletal support offer and interventions, working alongside Health and Safety colleagues to ensure it meets the needs of the organisation, using a deep dive analysis of sickness absence data to inform actions.

- Ongoing promotion of KCC's financial wellbeing offer, including Wave Community Bank, the services of the Money and Pensions Service, My Money Matters and Kent Rewards, ensuring that meets a broader financial education agenda.
- Integration of health and wellbeing into organisational design, with the aim to increase employee engagement, productivity and overall wellbeing, and minimise the risk of poorly designed jobs.
- Incorporating wellbeing into the planned KCC staff engagement roadshows, building learning from them into our wellbeing offer for staff and managers and using this to inform broader wellbeing communications and engagement activity across the organisation.

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 61.4% (-0.9p.p.)

KPI 5: % of Internal Movement 10.3% (-0.4 p.p.)

KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role 73.5% (-1.9 p.p.)

The Council continued to face 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 (11.7%) is at a level expected of an organisation the size of KCC.

Internal movement has dropped slightly in comparison to last year and is 1.4% lower than voluntary 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. Also the percentage of employees seeing that there are opportunities to develop their careers within KCC fell by 2.9% in the staff survey (it is now below 50%). 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 2024/25 to sustain the endeavour to progress the Authority's position included:

- Integration of learning outcomes from reverse mentoring programme pilot into leadership development
- KCC celebration of employees through Moments that Matter on KNet, showcasing the work of teams in delivering positive outcomes for Kent residents

- Opportunity to place a spotlight on the work of individual teams and services across the organisation on KNet, this work will continue throughout 2025.
- Opportunities for professional development have been reviewed this year both for Managers and the wider workforce, with a comprehensive offer being delivered to support Skills for the Future, Change and its impact on our working and wellbeing.
- Pilot leadership programmes are currently being tested, with targeted support for management teams and a whole KCC programme to explore Systems Leadership, with a cohort of 17 officers participating, drawn from every Directorate. Once evaluated it is hoped a second cohort will be supported.

Further activity proposed for 2025/26 includes:

- In the autumn of 2025 we will review the data for the new joiners and leavers surveys. This will be triangulated with wider HR Management information to build a fuller picture of employee experience as they join and exit the organisation. We will then refine the engagement offer to tackle any issues that emerge.
- Targeted interventions will be explored to support leadership teams once their workforce planning has been completed, the evaluation of the leadership pilots will support our learning in this area to determine the approach we need to take.
- Learning from the employee roadshows and wider staff engagement will be used to shape what ongoing support, information and guidance is needed to support teams.
- We will continue to celebrate the success of the teams across the organisation with the launch of staff awards connected to the CEO and it is hoped the Chairman's office, to demonstrate the value we place on our workforce.

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: 73.5% (-1.9 p.p.)

KPI 13f: KCC workforce representation compared to Kent working population of 16-25 years old: 7.4% (-0.7p.p.)

In terms of employees aged between 16 & 25 years the proportion of the overall workforce has fallen by 0.7p.p – this is a fall of 1.5% in the last 2 years. The figure of 7.4% is c.2% lower than the profile of Kent. However, approximately 15% of all new recruits are in this age group, however, turnover is still significantly higher than the KCC average. Employees from this age group were more positive than other age groups about their overall learning and development experience than

KCC as a whole and were the most positive of all the age groups with regards organisational culture, their manager and the support they receive from them. However, given we know that most of this age group can be found in roles up to KR9 they are more positive about pay and benefits than those grade groupings as a whole – although not as positive as we strive for.

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 on 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.

The work has continued on the established routes for younger people to obtain employment with the Authority. These include the Graduate Scheme, T levels, apprenticeships and the supported internship programme.

The Workforce Development Team within HROD has also spent time in the last year on supporting the work experience programme.

Activity undertaken throughout 2024/25 to sustain the endeavour to progress the Authority's position included:

- Supported Internship programme for 16-25 SEND students as a pathway into employment: 13 supported interns have undertaken a programme within KCC for the 2024-25 period.
- Four T Level placements have been supported, 1 within Kent Scientific Services and 3 in Business administration
- Graduate Scheme has seen 11 cohorts on the programme to date with 47 Graduates recruited since its inception. The KCC offer is unique in the marketplace as it offers the opportunity to develop professional learning pathways and offers a genuine role whilst training. Successful completion of the programme leads to a permanent role in the relevant professional area
- KCC is recognised as the top Charitable, Education and Public Sector organisation in the Top 100 employers for graduates to work for
- Apprenticeships starts increased by c.10% in 2024-25 to 175
- Support to staff groups, which includes Aspire the group for younger employees

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 N/A

KPI 6: % Voluntary Turnover 11.7% (+1.2 p.p.)

KPI 5: % Internal Movement 10.3% (-0.4 p.p.)

Turnover increased over the last year but is at the low end of what we deem to be an organisationally sustainable level. While it has increased this hasn't resulted in a corresponding movement in internal movement to support career development. However the level of internal movement has been sustained so means the organisation continues to strike a balance between internal appointments and bringing people in externally. However, we do know that staff tell the Council that many of them do not see opportunities to develop professionally at KCC and that a significant number of them say that their managers do not help identify what they need to do to develop their career in KCC. This would suggest a push factor on turnover. However, this should be viewed in the context of reasonably tight external job market, although there will always be opportunities in job roles where supply is limited, and how other aspects of KCC's offer and work are attractive to our employees.

In this context throughout 2024/25, to sustain the endeavour to progress the Authority's position. activity included using the data we have available, to strategically 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. The Authority has also refreshed its management development offer, including mandating continuous development for managers who have previously completed it, which will support managers in developing a culture of continuous development, skills development and planning across their services for skills gaps and shortages. Throughout the coming year they will be supported in this via the HR&OD offer

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 57% (+1.3p.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 **11.4%**
- c. Disability: Disabled **7.7%**
- d. Religion: Faith **49.1%**
- e. Gender Reassignment: Transgender **0.5%** (16+ population)
- f. Age: 16 to 25 year olds **9.5%**
- g. Sexuality: LGBTQ+ **2.9%** (16+ population)

KCC Workforce 2023-24 to 2024-25 (compared to Census):

- a. 79.7% to 79.4% (-0.4p.p.) difference by +30.3p.p.
- b. 9.6% to 11.6% (+2.0p.p.) difference by +0.2p.p.
- c. 5.6% to 6.1% (+0.5p.p.) difference by -1.6p.p.
- d. 45.9% to 45.8% (-0.1p.p.) difference by -3.3p.p.
- e. 0.4% to 0.4% (0.0p.p.) difference by -0.1p.p.
- f. 8.1% to 7.4% (-0.7p.p.) difference by -2.1p.p.
- g. 3.6% to 4.0% (+0.4%) difference by +1.1p.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, although via the staff survey people's view of this improved

As such KCC continues to work hard to develop and promote its overall employment package within the financial constraints that surround it. Staff's view on the total employment package has improved for the second year in a row.

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 seen the culmination of a significant amount of work, and investment, in the delivery of Kent's new grading structure. The structure has a performance progression element to it, standardises grade lengths for groups of grades and shortens the lengths of grade. This provides a transparent view of how long it will take people to reach the rate for the job (top of the grade) and enable them to progress at a quicker pace than under TCP. Apart from addressing some of the design elements of the old system and the impact of bottom up grade inflation recruitment and retention of staff was also a key consideration in its development.

Also, in relation to pay, work has been done 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 continues to make 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.

In this context other activity undertaken throughout 2024/25 to sustain the endeavour to progress the Authority's position included:

- Continue to pay above the Foundation Living Wage hourly rate for KSA
- Apprenticeship pay – 3rd year of tracking National Minimum Wage for first 6 months with KCC, then move to KSA
- Development of pay gap reporting dashboard to monitor pay gaps
- Review of approach to employee recognition and introduction of platform to issue non-cash awards
- Employee offer communications campaign to raise awareness of the package available, and Pension Awareness Week
- Scoping work to reframe KCC's Employee Value Proposition, including a gap analysis
- Decision to proceed with launch of EV/green lease car scheme, following employee engagement exercise – 85.5% of respondents suggested they would be interested in the scheme.
- Update to Family leave policies to include neo-natal care, to ensure compliance with statutory changes, Gifts and Hospitality policy, and Whistleblowing policies
- Re-procurement of contract with Shared Cost AVC Scheme provider for further 3 years
- Communication activity to support the rebrand of AVC Wise to My Money Matters – we continue to see a steady incline in take up of the scheme.
- Promotion of financial wellbeing offer, including Shared Cost AVC Scheme and related webinars, Will writing service, Wave Community Bank and financial education such as budgeting tools and savings calculators
- Ongoing promotion of Kent Rewards and Smartspending app, through Kent Rewards Newsletter and corporate channels

Planned activity for 2025/26

- Reframe the EVP, changing the narrative and resetting psychological contract during times of change with a focus on recruitment and retention, organisational and employee resilience, career development and planning
- Continue to enhance component parts of EVP, including launch of EV/Green lease car scheme
- Monitor roll out of pay strategy and approach to recognition
- Support directorates in their workforce planning through the continued monitoring of recruitment and retention data around hard to recruit/keep roles and diversity

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 73.6% (+0.2 p.p.)

KPI 10: % of employees who rate the culture of KCC positively 70.7% (+0.2 p.p.)

KPI 12: % of employees who rate inclusion and fair treatment in KCC positively 82.1% (0.0 p.p.)

The 2024 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 than non-disabled employees across 13 of the 14 themes of the survey. The greatest areas of difference for disabled staff were relating to pay and benefits (34% compared to 43%) and My Work (74% compared to 82%).

Minority ethnic staff continue to be less positive on the theme of pay and benefits (33% compared to 43%). Other indicators, such as turnover data, suggests there may be a retention issue amongst some groups – for example we know that turnover amongst disabled staff has increased from last year, as has LGBTQ+, and while minority ethnic staff turnover hasn't significantly changed it is still running a number of percentage points higher than the average for KCC (as is disabled staff's). That said we are still recruiting and retaining a significant number of people with these protected characteristics which shows in the Authority's significant move towards its aim of the workforce mirroring the population that it serves.

In terms of sickness absence the percentage of sick days lost for disabled and minority ethnic staff has increased over the last year. In terms of disability they make up 6% of our workforce and account for 8.7% of days lost. While minority ethnic staff's proportion of days sick taken has increased to 9.8%, they make up 11.6% of our workforce.

Managers can have a profound impact on an individual's experience of the organisation. The 2024 staff survey shows there has been a slight increase in staff responses rating their manager positively, from 73.4% to 73.6%. However, insight from our engagement with managers and hearing experiences of staff still reveal 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 included:

- Development and launch of Managing into the Future (incorporating continuing managerial development for our management population)
- Launch of Skills for the Future
- Developing a programme of 'Managing our People' Inclusion workshops to pilot from April 2025 onwards
- Expect Respect task and finish group to refresh external campaign on zero tolerance stance to incidents of bullying, harassment and abuse, to be reflected to staff internally across channels.
- CMT Open Door programme with Mental Health Support Network
- Implementation of Disability Inclusion action plan following Safe Space workshops with Level Playing Field
- Introduced mandatory inclusion objective and managing people objective as part of the revised managing and supporting performance framework and performance criteria
- Implementing changes to policies and guidance following new duty to prevent sexual harassment in the workplace under the Worker Protection Act 2023, including development of Dignity at Work hub on KNet to bring together resources.
- Working with Level Playing Field staff group to develop a pilot session about building confidence of disabled staff to have a more positive conversation on their workplace adjustments requests. The total number of workplace adjustments across the organisation has increased in 2024/25.
- Working with Staff Ethnic Diversity Forum to review racial inequality e-learning on DELTA
- Communication and engagement activity to include focus on CMT's commitment to disability inclusion and White Ribbon
- Communication of celebratory moments to include Race Equality Week, Time to Talk day, LGBTQ+ History month, International Women's Day, Faith awareness days, Black History Month etc.
- Evolving Building Inclusive Leadership development programme to incorporate self-assessment tool for use in teams to explore how to make a greater impact and effect change
- Renewal of Disability Confident employer status
- Working with Aspire on understanding personal and professional development needs to inform offer for young people
- Reviewing ethnicity and disability pay gap reporting
- Deep dive into HR case data for ethnic minority staff
- Repurposing Corporate Equality Group and introduction of Equality Maturity Matrix Self-Assessment to focus on priority activity across KCC and inform analysis for Annual Equality & Diversity reporting

Activity planned for 2025/26 includes:

- Launch new Expect Respect campaign externally and internally, along with updated Dignity and Respect at Work guidance and case studies to build understanding, focused on outlining expectations and consequences
- Roll out of mandatory Managing our People Inclusion workshop programme to all managers
- CMT Open Door with Staff Ethnic Diversity Forum and planning for further sessions with staff groups
- Deliver building improvement programme, working with AccessAble
- Systems development for collating Workplace Adjustments in Oracle Cloud

There are a number of key priorities for the coming year in terms of further supporting our managers and leaders to help them get the best levels of performance from their teams. The refreshed performance management framework, introduced as part of the new grading structure, provides a foundation for that with our development offer being at the vanguard of supporting managers to create a culture of high engagement and high performance in the organisation.

Also there are priorities in focus on staff retention by improving staff experience of the organisation and supporting people to help them deliver well. This will include supporting leaders and managers to manage staff through periods of change, and to ensure any incidents of bullying, harassment and abuse at work are reported and responded to effectively.

The focus on disability inclusion will continue. This is a recognition that we have people who have a disability when they join us but also, due to the age profile of our staff group, that people will develop long term health conditions while employed by us. Whilst there is work already underway to deliver the action plan, there is a need to make a step change to shift the dial by having a different conversation about disability to improve the experience of our employees.

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 10.3% (-0.4p.p.)

KPI 7: % of employees who are satisfied with the total employment offer 57.3% (+1.3p.p.)

KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role 73.5% (-1.9p.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.

In order to ensure the continuous development of our workforce the following activities have been undertaken:

- Managing in KCC has been reviewed, tested with pilot programmes and launched in April 2035. The programme has been framed into units that provide the opportunity for Managers to explore the important issues for the organisation that will make certain we can support and sustain our workforce. These include:
 - The Wellbeing Manager
 - The Empowering Manager
 - The Inclusive Manager
 - The Resilient Manager
 - The Flexible Manager
 - The Culture Manager
 - The Performance Manager
 - Managing Uncertainty
- Competency framework for statutory responsibilities (Adult Social Services) – implemented a programme of mandatory development in the directorate graduated and targeted by accountability level
- Following analysis of the digital skills maturity index it is planned to engage with stakeholders to work on refocusing our offer to meet the needs identified by the gap analysis and ensure people can find the development they need

In addition, the communication and engagement activity we prioritise continues to provide the resources and support to ensure managers can bring focus to the good conversations that support team engagement and foster collaboration.

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 10.3% (-0.4p.p.)

KPI 11: % of employees that see our values demonstrated in the way we operate 72.5% (+0.6p.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 continues to require future focus – not least at a time moving forward towards local government reorganisation. 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 to deliver performance from our employees that best service the residents of Kent.

The activity undertaken throughout 2024/25 to sustain the endeavour to progress the Authority's position included:

- Used data from the recruitment candidate survey to understand the candidates experience and thereby improve our recruitment processes
- Increased use of social media to reach and attract more good quality candidates – include in this is a range of employer brand awareness posts on benefits of working for KCC and posts highlighting staff who have joined or obtained new roles
- Change of external recruitment support company – they provide market information around supply and information on good practice elsewhere and what is hot in the market
- Creation of a values quiz to help candidates understand the KCC Values and how they fit with those values
- Outreach activity with DWP Work Coaches on KCC as an inclusive employer
- Deep dive analysis into recruitment data for minority ethnic staff to understand the difference in applicants versus hires
- Review of KCC's jobs website content to enhance disability/reasonable adjustments information to attract diverse candidates
- Development of recruitment dashboard to support monitoring and analysis
- Update to Induction checklist to reflect outcomes from Level Playing Field Safe space workshop discussions

Activity planned for 2025/6 includes:

- Review strategic workforce planning data to inform talent management activity
- Review of all approaches to recruitment being adopted and used in the Council – end to end
- Review of new joiner survey data to inform the review of our recruitment approaches
- Review of the values-based question bank
- Review of use of AI in the recruitment process
- Review of recruitment and entry routes into KCC to support social mobility outcomes
- Collate socio-economic data as part of the recruitment process and as part of the Data Re-Ask internally to build a dataset to inform activity to meet outcomes
- Review of Induction and development offer to incorporate KCC's zero tolerance approach to discrimination, bullying and harassment
- Ongoing review of inclusive recruitment approaches, including support for neurodiverse applicants

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

Recruitment Activity by Protected Characteristic

Disability Summary				
	2023-24		2024-25	
	Applications	Hired	Applied	Hired
Disabled	7.4%	8.4%	8.0%	9.1%
Not Disabled	90.2%	90.3%	87.2%	88.7%
Chose not to declare	2.5%	1.3%	4.9%	2.2%

Ethnicity Summary				
	2023-24		2024-25	
	Applied	Hired	Applied	Hired
Ethnic Minority	36.7%	18.3%	39.9%	22.1%
White	58.8%	76.1%	54.0%	72.3%
Chose not to declare	4.6%	5.6%	6.1%	5.6%

Gender Summary				
	2023-24		2024-25	
	Applied	Hired	Applied	Hired
Female	65.3%	76.3%	63.1%	74.2%
Male	32.0%	19.5%	33.0%	21.6%
Chose not to declare	2.6%	4.2%	4.0%	4.2%

Faith/Religion summary				
	2023-24		2024-25	
	Applied	Hired	Applied	Hired
Faith	56.0%	47.0%	56.1%	44.4%
No Faith	35.8%	43.1%	34.5%	44.4%
Chose not to declare	8.2%	9.9%	9.4%	11.2%

Sexual orientation summary				
	2023-24		2024-25	
	Applied	Hired	Applied	Hired
LGBQ+	6.3%	6.2%	6.6%	7.3%
Heterosexual	84.1%	83.3%	82.5%	81.0%
Chose not to declare	9.6%	10.5%	11.0%	11.7%

Age Summary				
	2023-24		2024-25	
	Applied	Hired	Applied	Hired
25 and under	18.6%	15.2%	20.1%	14.6%
26 - 35	30.8%	23.9%	31.3%	26.0%
36 - 45	24.6%	26.5%	23.3%	24.9%
46 - 55	15.3%	18.9%	13.6%	19.4%
56 - 65	6.0%	9.2%	5.7%	8.3%
over 65	0.5%	0.6%	0.4%	0.7%
Chose not to declare	4.4%	5.8%	5.7%	6.1%
Unknown				

Transgender				
	2023-24		2024-25	
	Applied	Hired	Applied	Hired
Transgender	0.5%	0.3%	0.6%	0.2%
Cisgender	95.5%	94.9%	94.0%	94.3%
Chose not to declare	1.4%	1.1%	1.5%	1.2%
Unknown	2.6%	3.7%	4.0%	4.2%

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 7

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