

**By:** Bryan Sweetland – Cabinet Member for Communications, Engagement, People and Partnerships  
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**To:** Personnel Committee

**Date:** 25 January 2022

**Subject:** People Strategy 2022 to 2027

**Classification:** Unrestricted

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

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## **1. Introduction**

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

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

## **2. Content**

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

## **3. Outcomes**

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

#### **4. Evaluation and Assessment**

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

#### **5. Recommendations**

Personnel Committee are invited to:

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

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