





Our People Strategy 2022-2027

The future of work at Kent County Council

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

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Our Foundations

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

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

Our design principles ensure that our approach is:

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



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

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

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

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

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

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

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

Our people are supported to be well at work

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

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

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

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

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

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

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

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

Kent County Council is an Employer of Choice in the sector

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

Our people have what they need to innovate and change

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

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

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

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

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Our approach

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

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

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

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

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

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

Our Roles

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

How will we get there?

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

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



Maximising organisational Capacity, Capability and Development

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



Creating an environment for people to join and thrive

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



A complete recognition of the workforce

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



Smart Resourcing

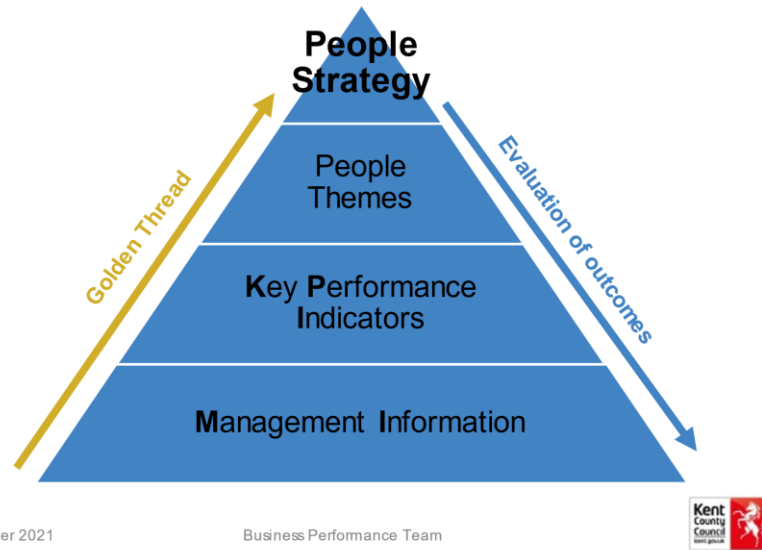
- Enhanced agility and flexibility in processes, procedures, and work patterns, supports positive growth and positive change
- Recruitment process and the employee journey
- Recruit for character/mindset – train for mastery
- Active use of social media
- Inclusive recruitment
- Agile and flexible deployment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

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

How will we know we are on track?

Approach: How we will measure the strategy

Setting the Course: Strategic Reset Programme



Choosing what to measure:

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

How we will monitor measures:

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

People Strategy Proposed Measures

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

Achieving our strategy:

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

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

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

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