

People Strategy 2022-27

Annual Report 2022-23

1 People Strategy 2022-27

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

How we will monitor measures:

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

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2 Themes and outcomes

2.1 Maximising organisational capacity, capability, and confidence

2.1.1 Our people are supported to be well at work.

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

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

62 10/

The Health and Wellbeing Strategy 2020-23 outlines a holistic approach to wellbeing covering four pillars: financial, mental, physical, and social. A comprehensive offer has continued to be provided to support workplace

wellbeing with a focus around prevention of ill health, intervention, and provision of services to support staff.

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

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

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

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

KPI 2: Average days lost to staff sickness:

8.18

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

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

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

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

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

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

Having evaluated the pilot, sickness absence levels in those targeted teams saw an overall reduction and positive feedback was received from those involved.

Recommendations have been put forward to build on this pilot and find an alternative, more sustainable approach to achieving the outcomes which will be taken forward over the coming year. For example, developing a wellbeing dashboard to enable managers to have access to more detailed data to proactively manage absence

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

62.60%

KPI 5: % of internal movement

51.8%

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

74.9%

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

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

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

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

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

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

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

2.2 Creating an environment for people to thrive

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

We will mobilise and sustain opportunities for access to careers in KCC and with partner organisations for young people aged 16-25. This work will be supported through expert advice, guidance and supported development.

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

74.9%

KPI 13: KCC workforce representation compared to **Kent working population** (Census 2021).

- a) Gender: Female **49.0%**
- b) Ethnicity: Black, Asian, and Minority Ethnic **11.6%**
- c) Disability: Disabled **15.7%**
- d) Religion: Faith **49.1%**
- e) Gender Reassignment: Transgender **0.5%** (16+ population)
- f) Age: 16 to 25 year olds **16%**
- g) Sexuality: LGBTQ+ **2.9%** (16+ population)

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

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

Workforce Development approaches for new entry points into the organisation aim to open opportunities for young people

aged 16-25 to consider KCC as a first employer of choice and explore the potential for careers within the public sector. Opening these pathways, testing T Levels and Traineeships ensures that KCC can and will play its part in delivering for and on behalf of KCC.

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

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

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

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

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

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

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

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

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

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

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

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

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

KPI 4: % of higher TCP ratings

44.8%

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

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

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

KPI 6: voluntary turnover rate

13.3%

KPI 5: % of internal movement

51.8%

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

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

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

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

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

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

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

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

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

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

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

A workforce planning tool has been created for managers to use to assess, on a holistic basis, their team/service/divisional/directorate workforce needs – now and for the future. This has been piloted in a number of areas across KCC and will be rolled out for universal use during the first quarter of 2023.

This involves looking at:

- Workforce profile
- Development needs
- Recruitment and retention
- Pay and Reward
- Organisation Design.

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

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

2.2.3 Kent County Council is an employer of choice

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

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

55.9%

KPI 13: KCC workforce representation compared to **Kent working population** (Census 2021).

- a) Gender: Female **49.0%**
- b) Ethnicity: Black, Asian, and Minority Ethnic **11.6%**
- c) Disability: Disabled **15.7%**
- d) Religion: Faith **49.1%**
- e) Gender Reassignment: Transgender **0.5%** (16+ population)
- f) Age: 16 to 25 year olds **16%**
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KCC's workforce is reflective of the Kent population for some protected characteristics, and close in others (brackets shows the difference between the two populations):

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

Support is provided to staff groups to enable them to fulfil their purpose in

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

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

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

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

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

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

The scheme has a benefit for the Council too as there are employer NI savings resulting from this scheme. The number of employees utilising the AVC scheme has increased from 241 to 416 in 2022-23.

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

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

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

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

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

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

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

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

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

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

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

2.3 Supporting our people as individuals

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

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

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

KPI 10: % of employees who rate the culture of KCC positively:

71.1%

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

72.9%

The 2022 staff survey provided a robust data set to shape organisational and manager actions and continue to improve the employee experience. Creation and development of staff stories and

communication campaigns based on key topics for the organisation ensures we are both taking action against the feedback from the staff survey and supporting the ongoing development of staff voice provides. This is particularly important for inclusion, and support core leadership messages.

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

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

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

82.0%

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2.4 Attracting, retaining, and maximising our talent

2.4.1 Our people have what they need to innovate and change.

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

KPI 5: % of internal movement

51.8%

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

55.9%

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

74.9%

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

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

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

The responses to the staff survey questions regarding 'My Work' overall response changed from 80.1% to 78.9% positive in 2022-23. Two of the questions in this topic area had a significant change from the previous year:

- "I feel involved in the decisions that affect my work" decreased by -3.4% to 57.8%.
- "Overall I am satisfied with the job that I do" decreased by -2.8% to 77.6%.

The group of staff survey questions around 'Organisational Culture' received a decrease in the overall positive responses, going from 77.3% in 2021-22 to 77.0%. One question had a significant change:

- "My KCC colleagues share their knowledge and experience to be stronger together" decreased from 83.1% to 81.3%.

The positive responses for staff survey questions around organisational objectives and purpose have all changed significantly for 2022-23. The overall topic reduced by -3.0%. The three questions within the topic reduced as follows:

- "I understand how my work fits with my Directorate's overall objectives" -2.8% to 69.2%
- "I have a clear understanding of my Directorate's overall objectives" -3.4% to 61.3%
- "I understand how my Directorate's objectives contribute to the overall aims of KCC" -2.7% to 61.2%.

The positive responses for staff survey questions around employee engagement have all but one changed significantly for 2022-23. The overall topic reduced by -3.9% to 63.6%. The three questions with the biggest reduction within the topic reduced as follows:

- "I am proud when I tell others I work for KCC" -5.6% to 59.9%
- "I would recommend KCC as a great place to work" -6.4% to 55.6%
- "I feel a strong personal attachment to KCC" -4.5% to 47.3%.

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

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

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

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

KPI 6: voluntary turnover rate

13.3%

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

72.0%

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

The Recruitment Strategy is intended to continually challenge and improve how KCC attracts people into the authority.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

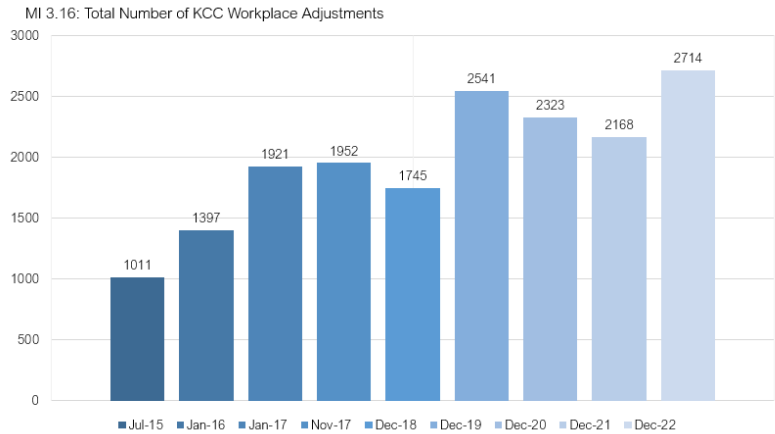
However, when looking at what sources led to a completed application, the source with the highest proportion of applications (40.58%) came from Indeed.

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

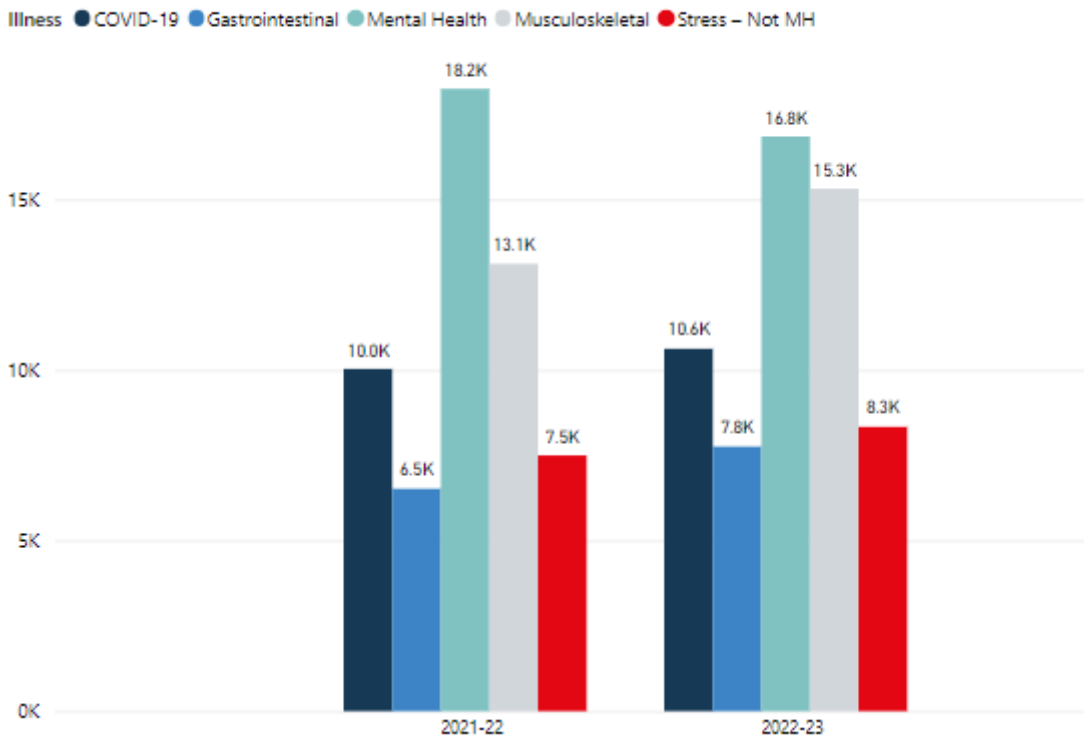
3 Appendices

3.1 Management Indicators

3.1.1 Our people are supported to be well at work.

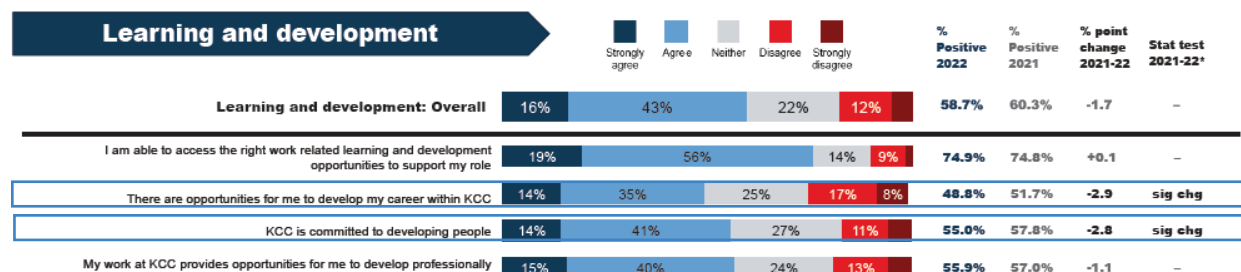


MI 5.08.01, 5.09.01, 5.10.01, 5.11.01, 5.12.01: KCC Top 5 Illness Types by Days Lost



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

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



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

Case Activity 2022-23

Figures taken as at end of March 2023

Source: HR ER Tracker

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

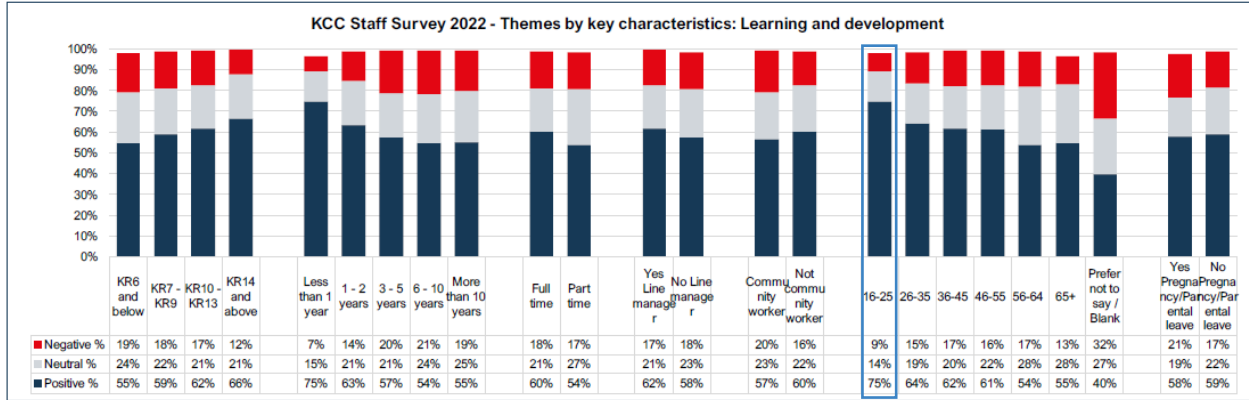
NB - These figures are for KCC Non-Schools only and do not include LATCO case activity

Case where 'Directorate' column has been left blank have been included as on further investigation these appear to be KCC non-schools cases and not LATCO's. Cases created in error' on the HR ER Tracker have been disregarded for the purposes of the reporting above

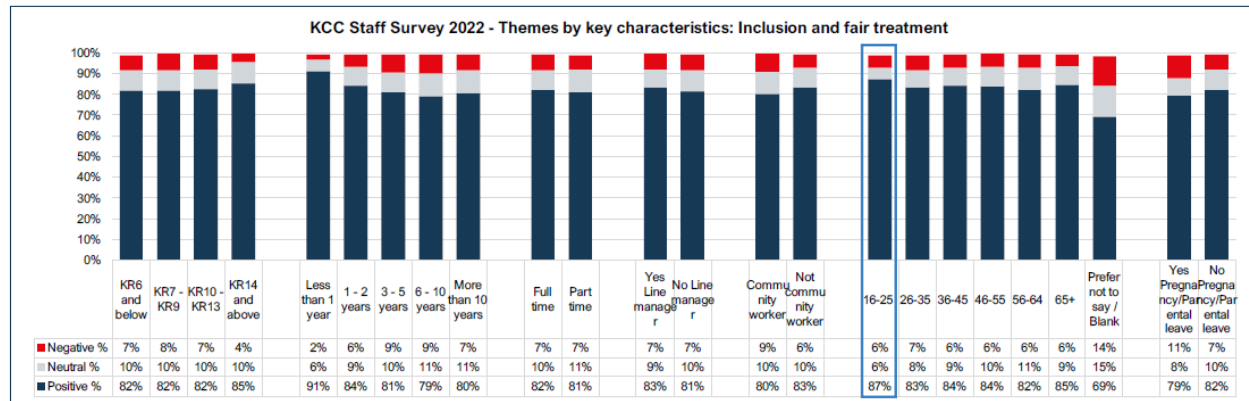
*Appeals and Appeals Dismissal now form a 'Stage' within the disciplinary or P&C Ill Health cases and are not, therefore, included in the Totals

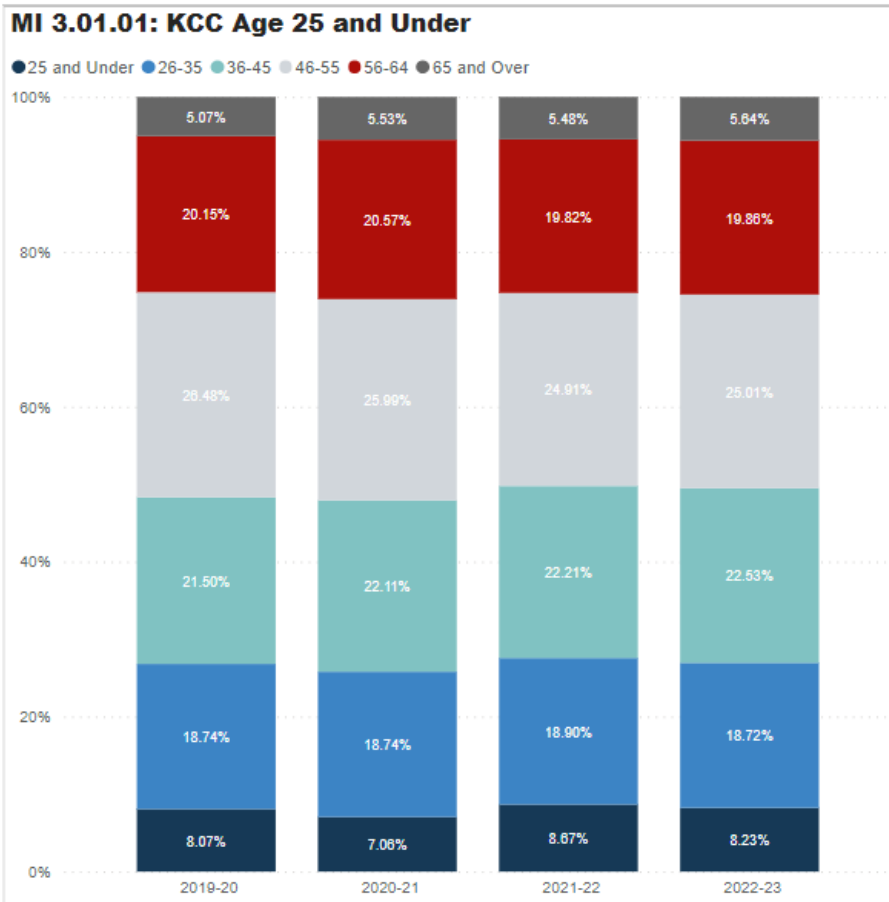
3.2.1 We have clear career pathways to encourage young people into our organisation and our sector

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

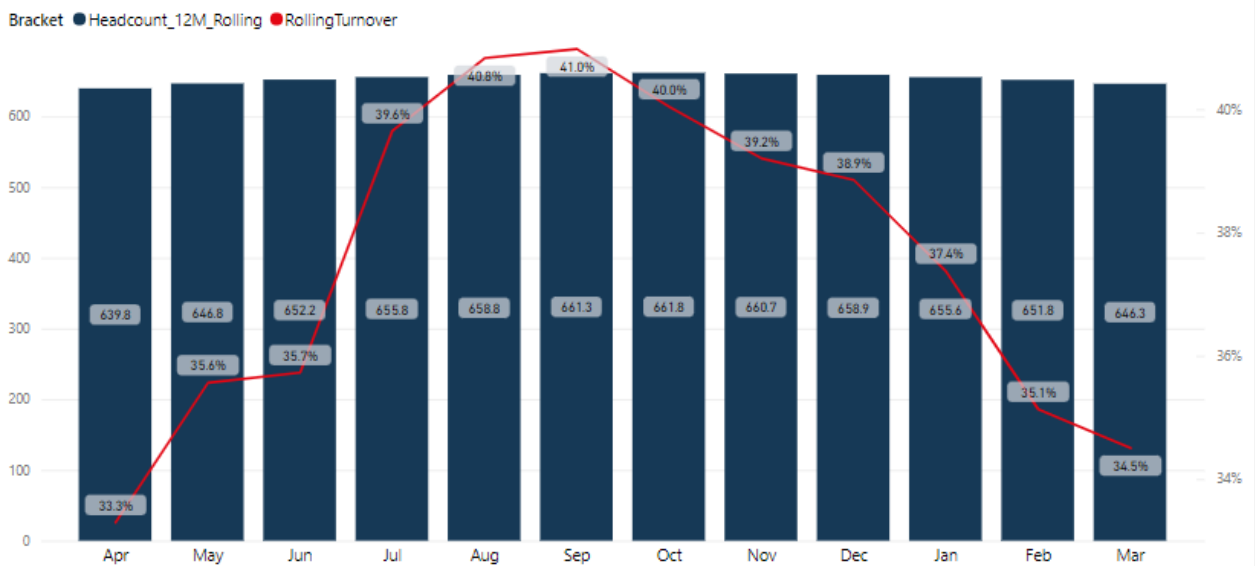


MI 3.01.35: Age 25 and Under Staff Survey Positive Responses Inclusion and Fair Treatment

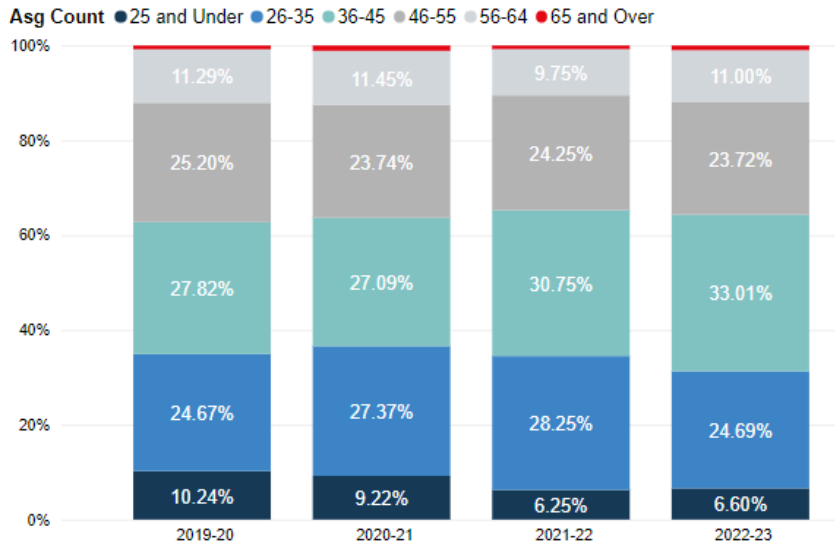




MI 3.01.06: KCC Age 25 and Under 12M Rolling Headcount and Rolling Turnover

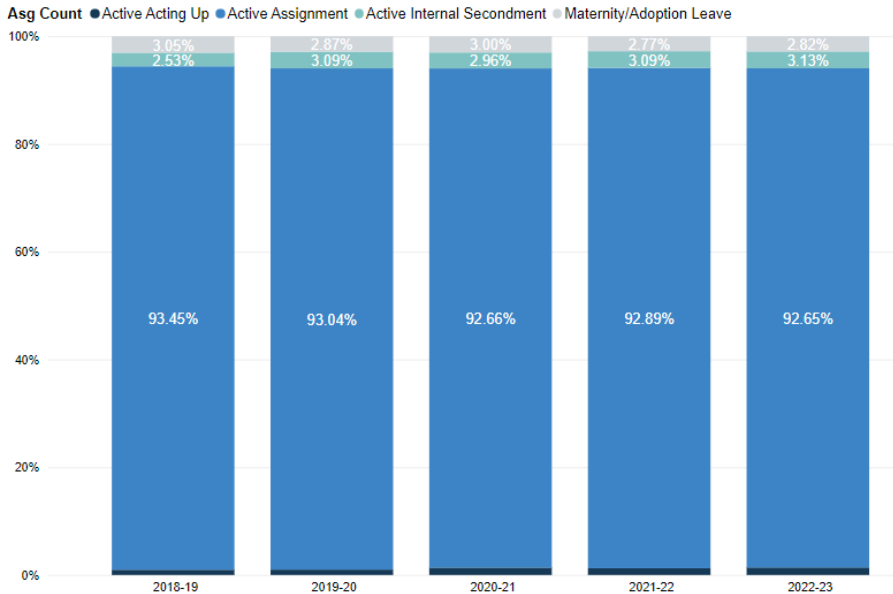


MI 7.16: KCC Age 25 and Under on Active Internal Secondment

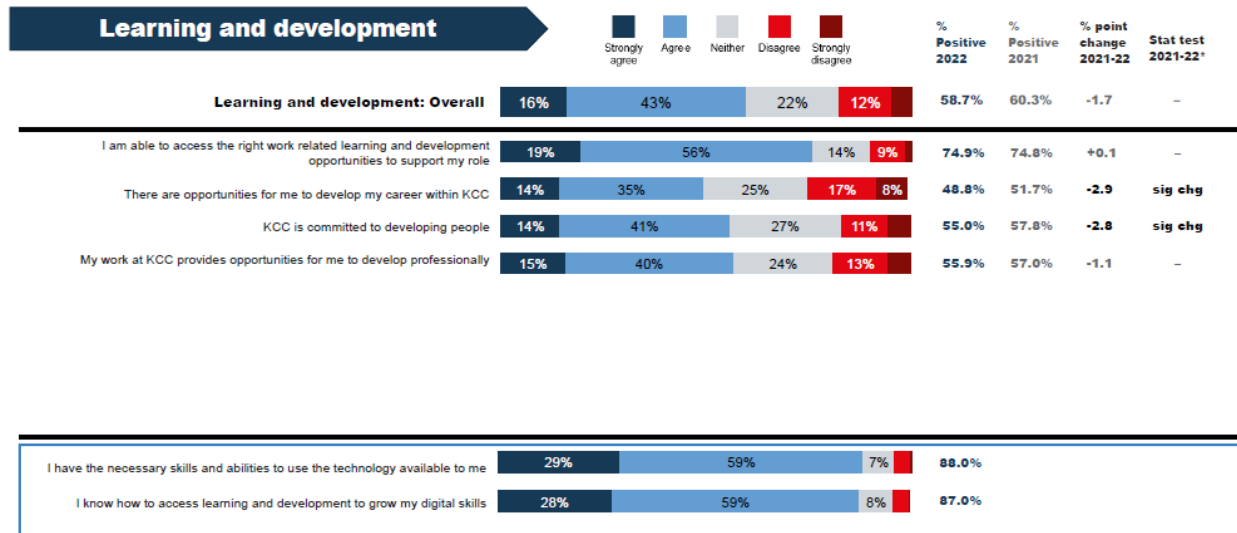


3.2.2 Our people are well managed, and their talent nurtured as they develop their careers at Kent County Council

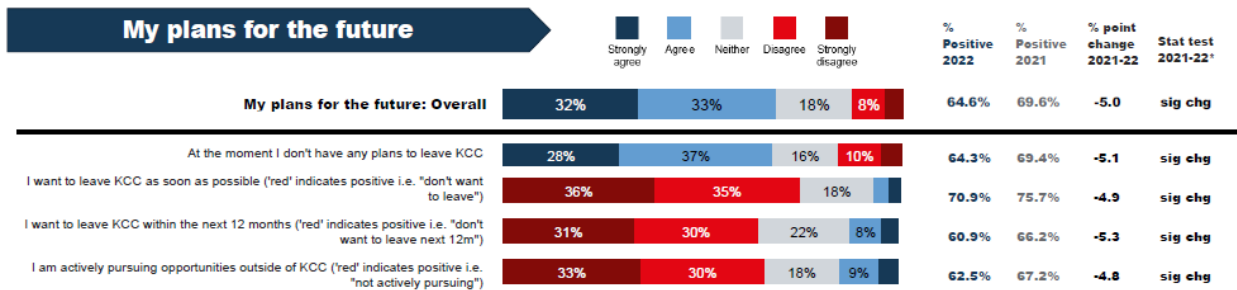
MI 7.15: KCC Workforce on Active Internal Secondment



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



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

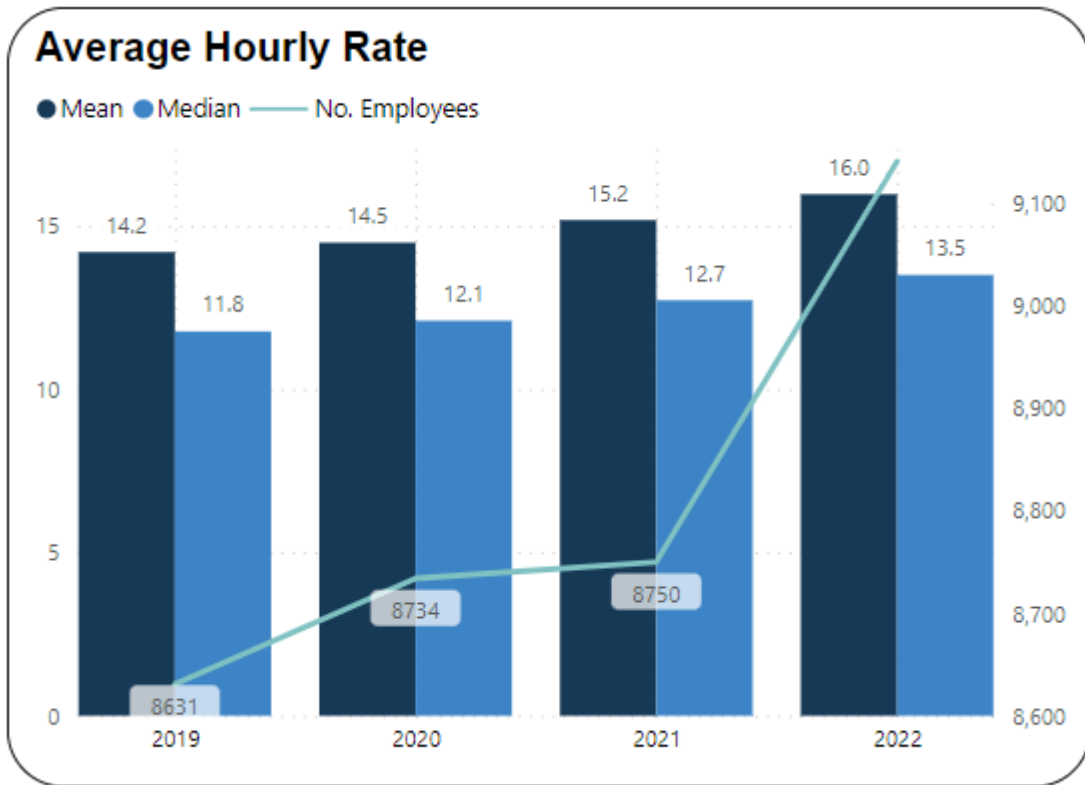


3.2.3 Kent County Council is an Employer of Choice

MI 3.07 – 3.14: Equalities



MI 3.17.01 & 3.17.02: Mean & Median Gender Pay Gap

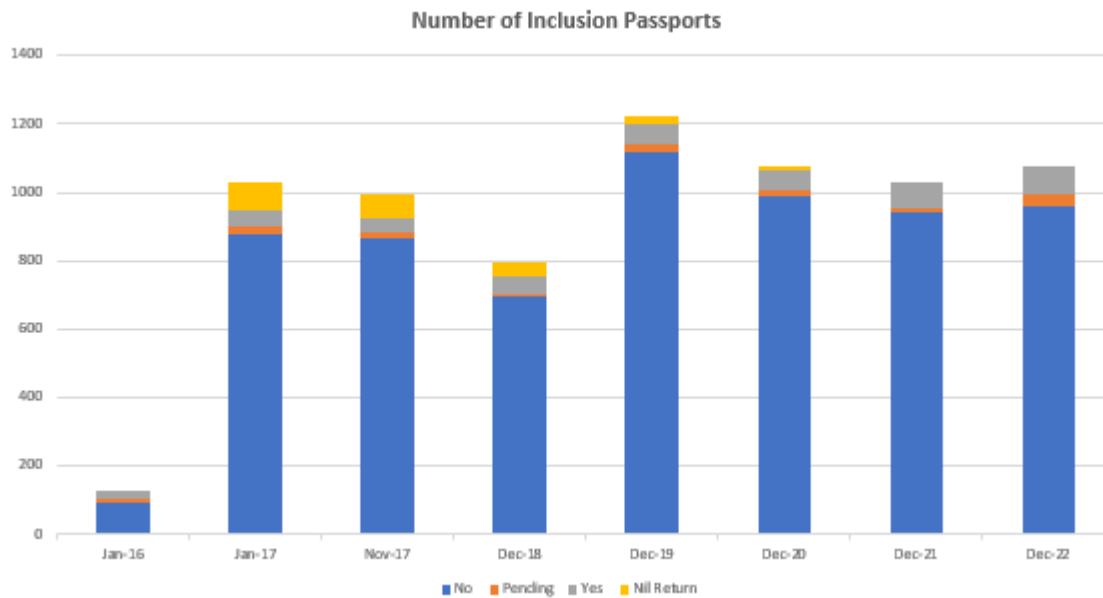


MI 3.15: Leadership Equalities

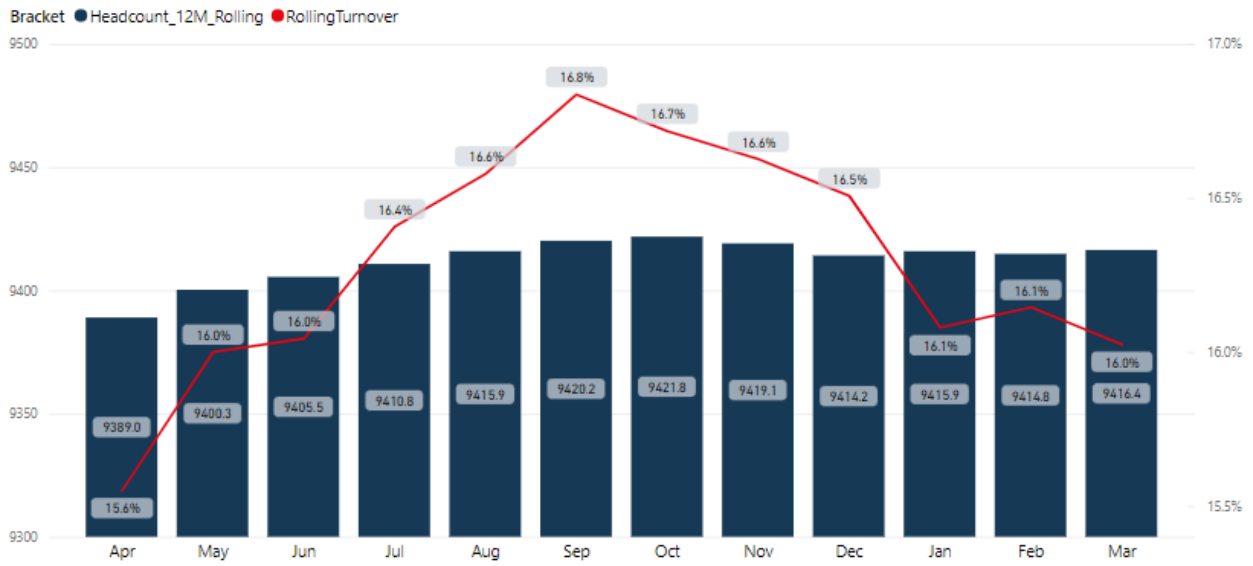


3.3.1 Our leaders and managers are accountable and drive the effective delivery of our services

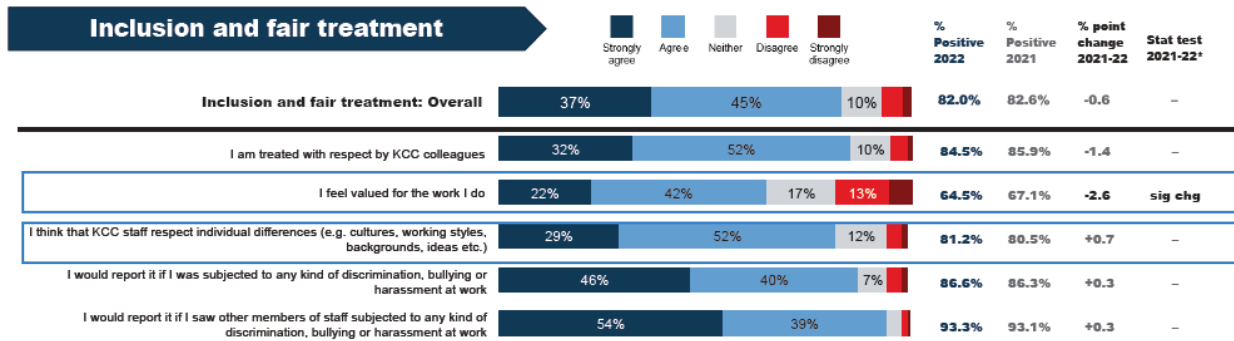
MI 3.18: Inclusion Passports



MI 7.19: KCC 12M Rolling Headcount and Rolling Turnover

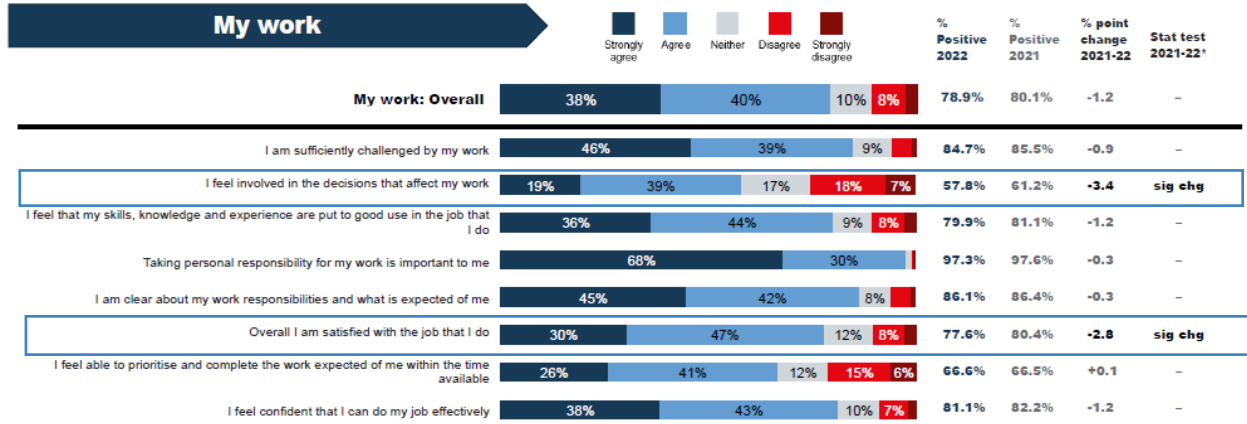


MI 1.09.07.02 & 1.09.07.03: Staff Survey Positive Responses Inclusion and Fair Treatment

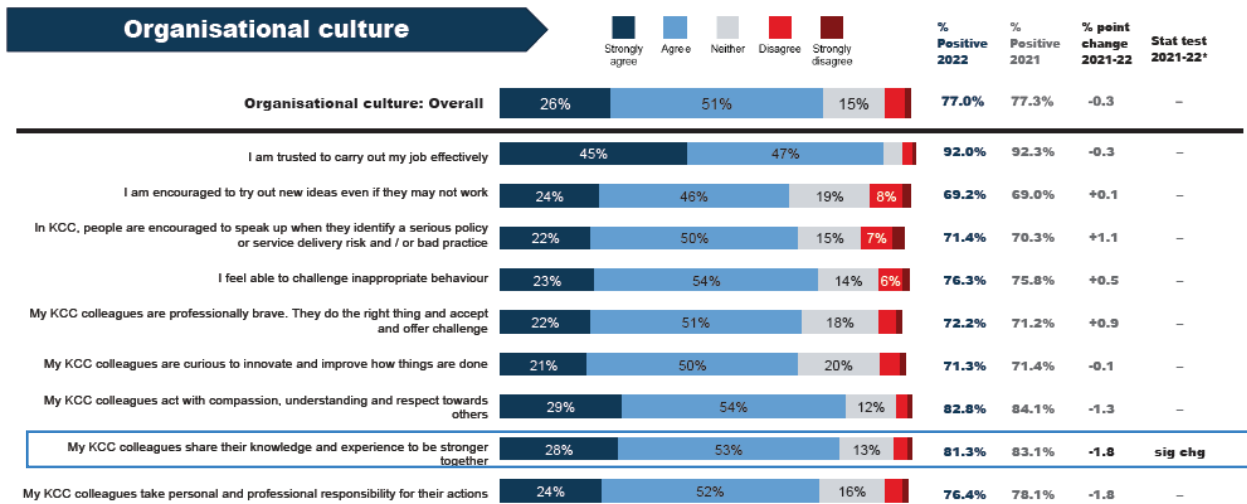


3.4.1 Our people have what they need to innovate and change

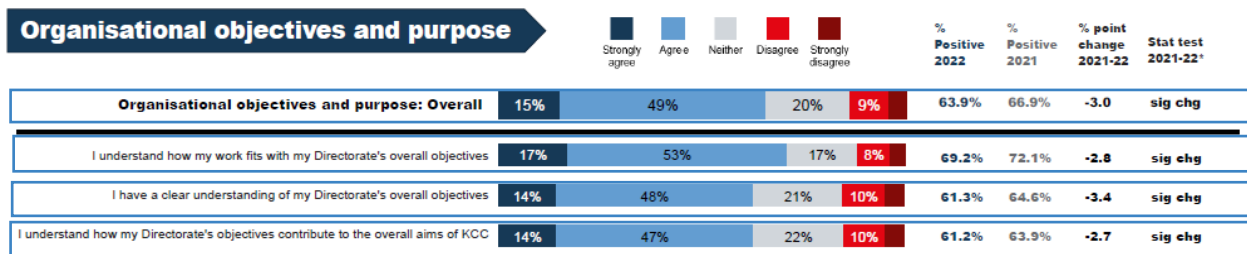
MI: 1.09.02.02: Staff Survey Positive Responses My Work



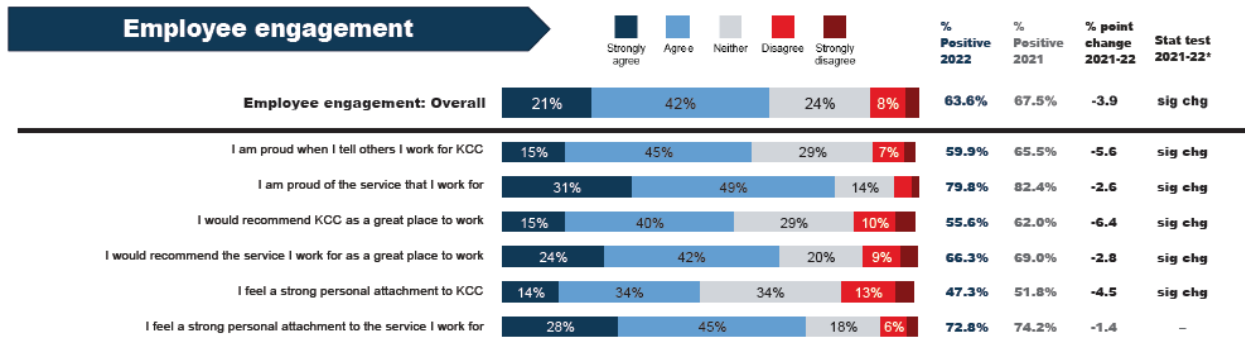
MI: 1.09.09.01: Staff Survey Positive Responses Organisational Culture



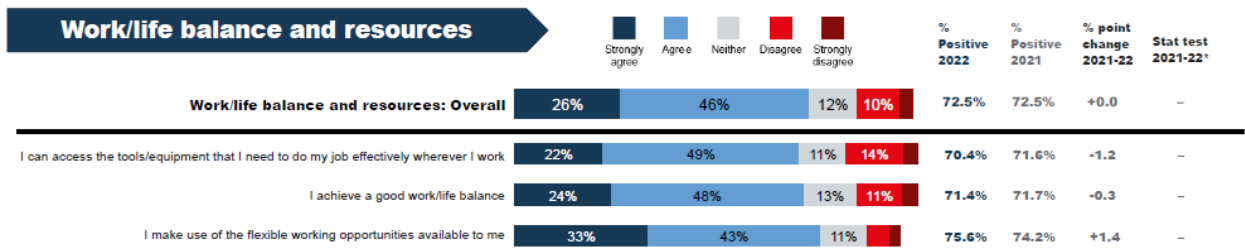
MI: 1.09.11: Staff Survey Positive Responses Organisational Objectives and Purpose



MI 1.09.13: Staff Survey Positive Responses Employee Engagement

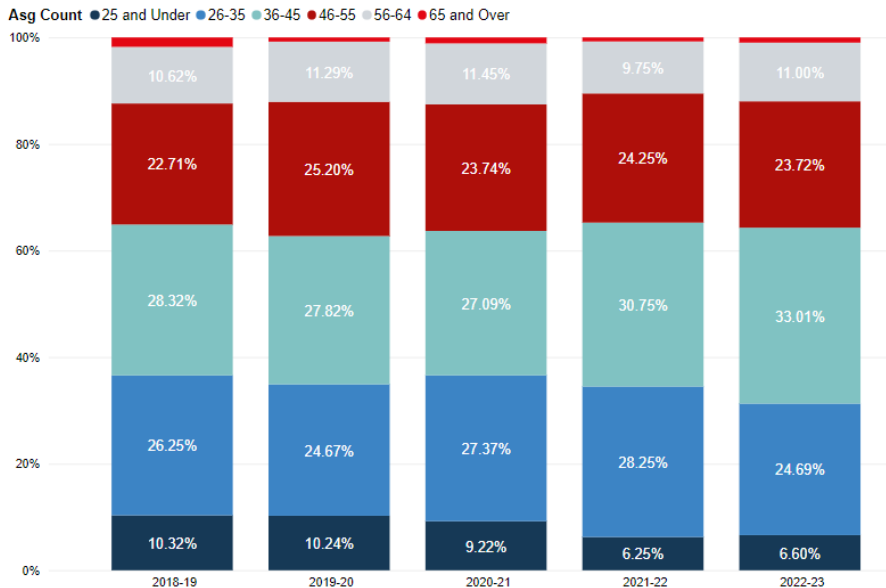


MI 1.09.03.01: Staff Survey Positive Responses Work/life Balance and Resources



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

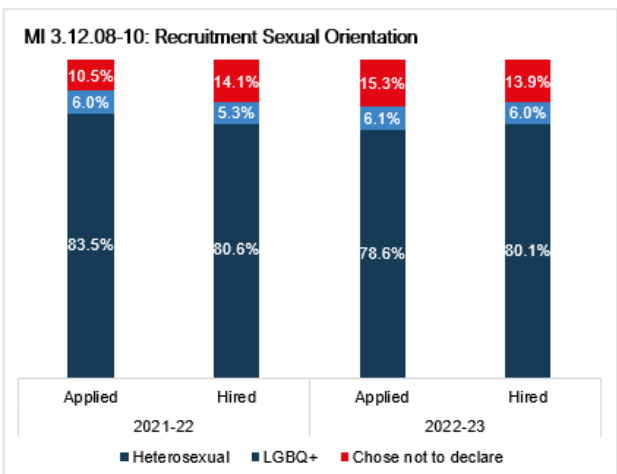
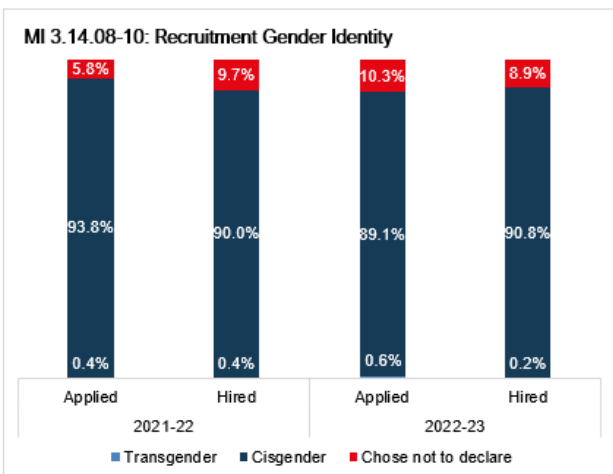
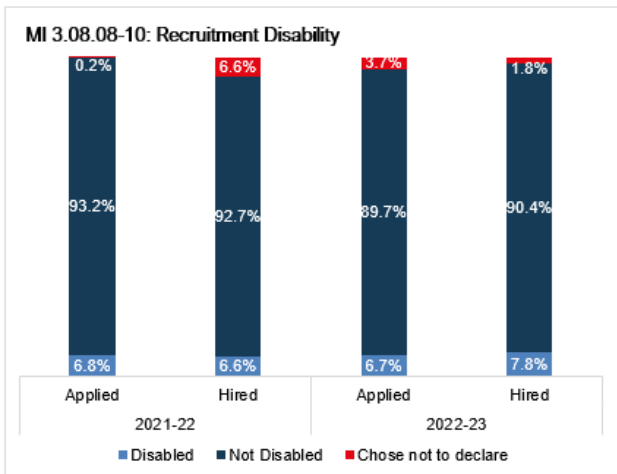
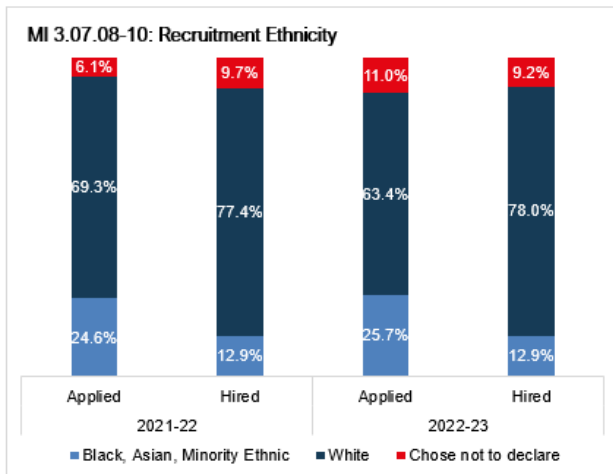
MI 7.16: KCC Active Internal Secondment by Age

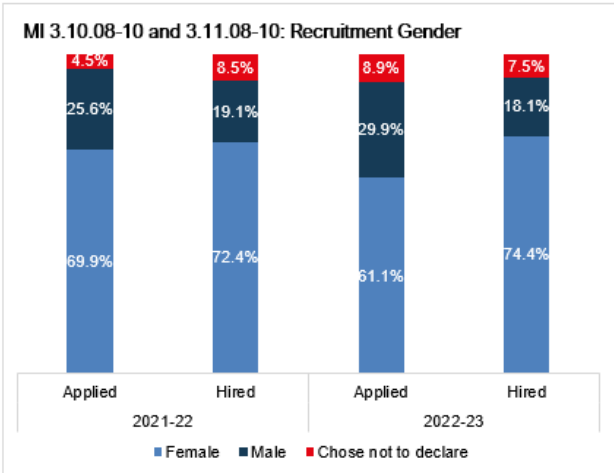
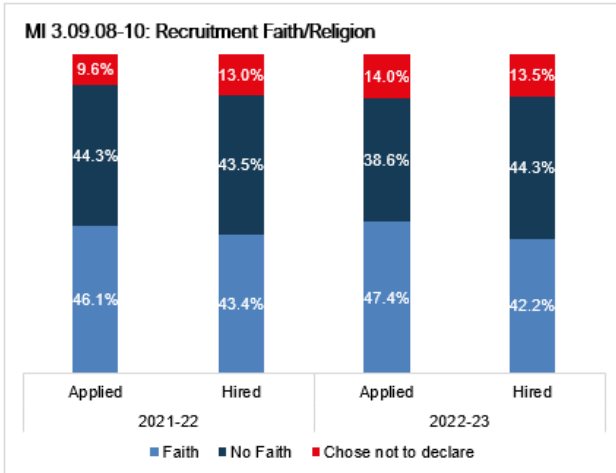


MI 3.07.08 & 3.07.10	2022-23 Applied %	2022-23 Hired %
Black, Asian and Minority Ethnic	25.7%	12.9%
White	63.4%	78.0%
Chose not to declare	11.0%	9.2%

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

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





4 Notes and Caveats

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

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

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

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

Further Information

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