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To: Personnel Committee **Date:** 4 November 2015

Subject: Workforce Planning, Retention and New Joiners Survey.

Classification: **Unrestricted**

Summary: This paper accompanies the Workforce Planning Strategy 2015 – 2020 and sets out how this is being delivered. It summarises findings from the New Joiners Survey full year analysis and considers turnover levels, including comparisons with other local authorities.

1. Background

- 1.1 Planning for the future in terms of skills development, role definitions and employee mind-set is crucially important. It is essential the organisation understands the capabilities and capacity of its people in critical roles and has the strategies in place to deal with any gaps – without this the impact on service delivery and costs are significant.
- 1.2 On 12 September 2014 Personnel Committee considered the results of the On-Boarder pilot survey for new starters in the organisation and a proposed New Joiners Survey. The New Joiners Survey has been designed and implemented and this report summarises the key findings for the first full year.
- 1.3 Following consideration at Personnel Committee on 12 June 2015 of an agenda item on protecting the vulnerable, Members noted a need to ensure a strong focus in this important area. It was emphasised that it was important to ensure that the whole organisation, both Members and officers, had access to real data in order to avoid the risk of supporting a culture of denial.

2. Workforce Planning Strategy

- 2.1 The importance of workforce planning, succession planning and developing talent is clearly understood by managers in KCC. A review of workforce planning supported by HR in 2014/15 highlighted the importance of developing a medium term plan which was embedded within the business planning process and identified practical, realistic outcomes (Appendix A). The strategy sets out the key principles which will ensure workforce planning is systematically embedded within our business processes and the right workforce, with **the right skills, knowledge and behaviours are doing the right things at the right time for our customers at the right cost.**

2.2 To support the Workforce Planning Strategy, a 10 point action plan, focusing on the key areas of activities to be undertaken, has also been prepared. This is also included in Appendix A.

3. New Joiners Survey

3.1 The New Joiner Survey examines not only the various aspects of the employee life cycle, such as recruitment, selection, retention, but also other areas. This includes the return on investment in the self-sufficiency agenda and culture. In particular, it also introduced the 'Friends and Family Test', a key recommendation from the Francis reviews into public service failings in the NHS, such as Mid-Staffs. Monitoring this going forward is a good example of introducing an 'early warning system' in terms of access to real and timely data to support the agenda of avoiding a risk of supporting a culture of denial.

3.2 The key results from the New Joiners Survey for those who joined in the calendar year 2014 are attached as Appendix B. Most staff are engaged (76%) and report high positive scores in terms of recruitment, selection, retention, resilience and understanding of business aims and how this links to them. There is clear evidence to show our significant investment in self-sufficiency and induction is paying off in terms of supporting staff and performance. Our 'Friends and Families Tests' scores are also good. Salary was not a significant recruitment or retention driver for New Joiners.

3.3 We also now have a good understanding of retention and turnover drivers. This information is believed to be more honest and a more reliable indicator of trends than similar results in Exit Surveys. Reasons for leaving are captured for all staff leaving KCC and are reported to Members in the Annual Workforce Profile report. Exit surveys continue to be used in social care where there is a specific need to closely monitor staff turnover.

3.4 One key area of retention as a strategic priority is apprentices. KCC wants to position itself as an ambassador of apprenticeships and set an example to other organisations. The New Joiner Survey had a good return in terms of responses from apprentices (64% response rate). This confirmed that opportunities for development and training was the number one recruitment, selection and retention driver for apprentices. Again, salary was not a significant recruitment or retention driver for apprentices who are engaged with the organisation.

4. Staff Turnover Figures

4.1 The New Joiner Survey identified 142 members of staff (18% of respondees) who joined in 2014 who were thinking of leaving (17%), or were actually leaving (1%), at the time of the survey. The top reasons for this are shown in Appendix C. This confirms research from elsewhere that while salary is not a motivating factor for most staff, it can be a demotivating factor for staff who are not engaged. Furthermore, salary was identified as the sole reason in only 2 cases.

4.2 In terms of staff turnover more generally, the rate at 30 September 2015 for KCC (non-schools and excluding Casual Relief, Sessional and Supply Staff

(CRSS)) was 15.2%. This was down on the previous quarter (16.2%), but up against the same quarter in the previous year (14.2%).

- 4.3 While it has not been possible to compare reasons for leaving with other relevant local authorities, in terms of comparing our staff turnover figures, the Annual Workforce Profile report discussed at the June 2015 Personnel Committee meeting noted that a survey conducted by Expert HR that focussed on turnover rates for 2013 showed the average labour turnover rate for the public sector to be 11.4%. The Local Government Association also undertook a workforce survey to compare turnover rates at 31 March 2014. This has allowed KCC to compare its turnover rate in March 2014 to other county councils in England, as well as other local authorities in the geographical county of Kent and London Boroughs bordering Kent, where such information is available. This is also shown in Appendix C.

5. Conclusion

- 5.1 The Workforce Planning Strategy will support KCC becoming a strategic commissioning authority by providing a focus on the key activities to be undertaken from a business perspective, as well as a strategic Human Resources and Organisational Development perspective.
- 5.2 The New Joiners Survey shows a key group of staff that not only are we listening, but that we are also being intelligence led in commissioning interventions to support business capacity and capability.
- 5.3 KCC is actively monitoring and benchmarking key retention mechanisms.

6. Recommendation

- 6.1 That this report and appendices be noted.

Julie Cudmore
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Background documents:

Personnel Committee – Protecting the Vulnerable – June 2015
Personnel Committee – Retention Strategy – September 2014

Appendix A – Workforce Planning Strategy and Action Plan

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Purpose:

- 1.1 Recruitment, resilience and retention **is a continuing priority to ensure we have the right workforce, with the right skills, knowledge and behaviours doing the right things at the right time for our customers at the right cost.**
- 1.2 Planning for the future in terms of skills development, role definitions and employee mindset is crucially important. It is essential the organisation understands, as a minimum, the capabilities and capacity of its people in its critical roles and has the strategies in place to deal with any gaps. We must have robust workforce planning across services, together with clear and well developed succession plans which support current and future service delivery models.
- 1.3 This workforce planning strategy outlines KCC's approach to improving the effectiveness of workforce planning and enabling KCC to become a Strategic Commissioning Authority. It sets out the key principles which will ensure workforce planning is systematically embedded within our business processes with an increasing focus on ensuring we have the workforce needed to deliver services with external partners and contracted service providers.

Definitions:

- 2.1 Workforce Planning is about ensuring the organisation has the right workforce, with the right skills, knowledge and behaviours, doing the right things at the right time and at the right cost. Workforce plans focus on the future service requirements not just current priorities.
- 2.2 Succession Planning is part of workforce planning and means developing a pool of people for future roles, which may be promotion. These roles are usually defined in workforce plans as 'critical roles'.
- 2.3 Critical Roles are those roles that are critical for business delivery *and* hard to fill.
- 2.4 Talent Management means attracting, identifying, developing, deploying and retaining talented individuals with critical skills, knowledge and behaviours to increase effectiveness and performance. Talent management is different to succession planning as it focuses on identifying talented individuals rather than the identification of roles.

Principles:

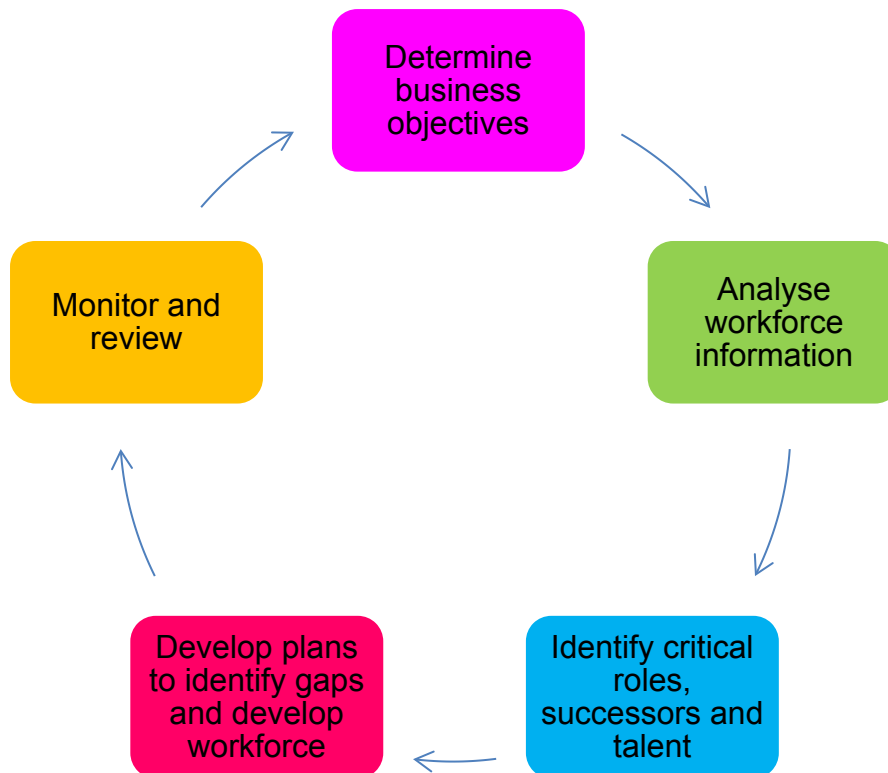
- 3.1 The following 10 principles underpin KCC's workforce planning strategy and action plan:

No	Principle
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1	Workforce planning is an integral part of business planning.
2	Workforce planning forms part of every manager's action plan.
3	All Managers are developed through Kent Manager to undertake effective workforce planning.
4	Every member of staff has a personal development plan (PDP). Where appropriate, this should include development identified in succession / talent management plans.
5	Talent Management programmes will be developed based upon business need to support corporate and service directorate objectives.
6	Succession plans include coaching and development e.g. shadowing, project work and secondments – not just training.
7	Workforce plans inform recruitment and retention plans and outcomes.
8	Agency staff should be included in workforce plans.
9	We will seek to increase opportunities for strategic joint workforce planning with partner organisations.
10	Contracted service providers must provide assurance of workforce planning.

Our Approach:

4.1 Workforce planning should be undertaken annually as part of the business planning process or when a service is reviewed.



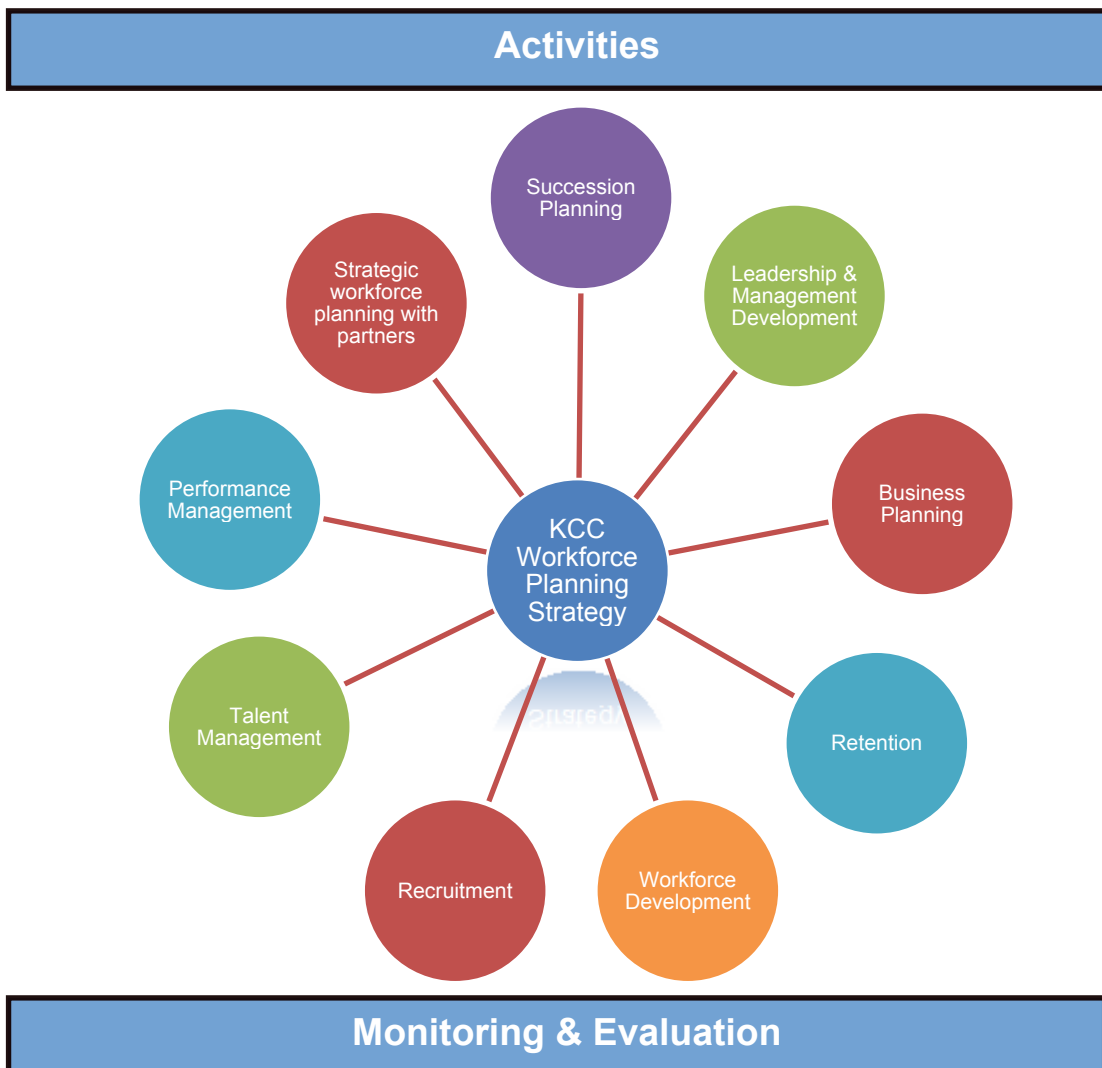
4.2 Workforce planning tools have been developed to support managers. They are simple to use and can be completed on a side of paper. The tools are not

prescriptive but all managers are required to be able to evidence they have undertaken workforce planning, and as a minimum, identified critical roles and successors (or strategies to fill identified gaps).

- 4.3 As the organisation moves to becoming a strategic commissioning authority, our workforce planning will need to change. Managers will increasingly need to consider the total workforce requirements for a service rather than just the KCC employed workforce. This will require a change in mindset as well as developing skills in specifying workforce planning requirements in contracts to ensure service providers have the workforce capabilities to delivery commissioning outcomes and meet quality standards.

Measurement:

- 5.1 There are a number of key areas of action where we need to focus to embed workforce planning more holistically into business as usual processes as well as specific service organisation redesign projects.
- 5.2 The following diagram and action plan sets out the strategic framework for improving the effectiveness of workforce planning. The action plan will be reviewed annually.



Strategic Workforce Planning 2015 – 2020: Action Plan

No	What – Activity	Accountability	How – Specific recommendations	Impact – Outcomes and Measurements
1.	Succession Planning	CMT Directors OD Group Corporate Director – EODD	CMT to identify critical roles and succession plans for the top 3 tiers of staff by January 2016. Plans to be reviewed at least annually and discussed as part of target setting from 2016/17 with relevant individuals. Strategies to address 'gaps' and develop successors to form part of the annual OD Plan to provide corporate oversight. Critical roles and succession plans to be incorporated into current work on CSE / culture of denial.	<u>Outcome:</u> The organisation understands, as a minimum, the capabilities and capacity of its people in its critical roles and has the strategies in place to deal with any gaps. <u>Measurement:</u> Completed workforce planning and succession planning plans, evaluation data, and future CSE papers.
2.	Strategic Workforce Planning with Partners	Directors OD Group Head of Procurement Commissioners	Directors to identify areas where we can drive integrated workforce planning, sharing workforce intelligence and producing joint workforce plans. Review the workforce planning requirements in tenders and contracts to ensure clear expectations on provider services. Commissioners to ensure that service providers undertake workforce planning to meet their responsibilities.	<u>Outcome:</u> The organisation understands the capabilities and capacity of the wider workforce delivering its services. KCC specifies workforce outcomes and can show community leadership to enhance the economic capacity of the county of Kent. <u>Measurement:</u> workforce audits, contract management.
3.	Business Planning	Corporate Directors Head of OD	Divisional workforce plans to be produced annually as part of the business planning cycle in Management Guide 3 on KNet. Plans should focus on critical roles and succession planning to ensure there are no gaps in future service delivery. Annual audit to be undertaken to inform OD Plan priorities and provide corporate oversight.	<u>Outcome:</u> The organisation understands, as a minimum, the capabilities and capacity of its people in its critical roles and has the strategies in place to deal with any gaps. <u>Measurement:</u> workforce audits, % completed workforce planning and succession planning plans, evaluation data.
4.	Leadership and Management Development	Head of OD Head of OD	All managers are developed through Kent Manager to undertake effective workforce planning, succession planning and talent management. Strategic workforce planning sessions, designed with extended DMTs to establish methodology for Divisional workforce planning & understanding of tools & resources.	<u>Outcome:</u> Managers are appropriately developed with the right training to meet future business need and the budget is spent where it will have most impact. <u>Measurement:</u> existing Kent Manager reporting, evaluation of training.

No	What – Activity	Accountability	How – Specific recommendations	Impact – Outcomes and Measurements
5.	Workforce Development	Line managers / Directors Line managers / Directors	Succession plans include coaching and mentoring and development e.g. shadowing, project work and secondments. Where appropriate, consideration is given to funding training through the annual workforce development process.	<u>Outcome:</u> Staff are appropriately developed with the right training to meet future business need and the budget is spent where it will have most impact. <u>Measurement:</u> Monitoring and evaluation of workforce development.
6.	Talent Management	Directors OD Group Directors OD Group Managers	KCC talent management programmes are identified and agreed annually as part of the OD Planning process. Examples of immediate priorities that are already being designed and implemented are 'The Future Manager', 'Programme and Project Management' (PPM) and 'The Newton Europe Graduate Stream' talent pools. Directorate / Service talent management programmes are agreed annually as part of the business planning process. All managers undertake talent management as part of the annual appraisal process and have talent management conversations with their staff.	<u>Outcome:</u> Talent is developed to meet both corporate and service priorities. <u>Measurement:</u> % of staff in the talent pool, % of staff in the talent pool who have a coach.
7.	Recruitment and Deployment	Directors OD Group Head of OD Head of OD Head of OD	Develop and implement plans to support recruitment of critical roles. Establish a young people strategy linked to employability opportunities and skills to enhance the capability and capacity of the KCC workforce and the wider economic capacity of Kent. Update and monitor KCC's recruitment strategy to incorporate intelligence gathered through the New Joiners Survey, maximise the benefits of working for KCC and target critical roles. Complete and evaluate the 'Recruit for Mindset' pilots and further	<u>Outcome:</u> Service directorates have the workforce needed to deliver services. KCC recruits and flexibly deploys staff that are the best fit for the business given current and future business need and has more young people who are better equipped for working life, adding more value to the economic capacity of the county of Kent. <u>Measurement:</u> Pilot evaluations, number of flexible deployments, New Joiner Survey satisfaction scores.

No	What – Activity	Accountability	How – Specific recommendations	Impact – Outcomes and Measurements
			develop a values-based recruitment model.	
8.	Retention	Head of OD Head of OD Corporate Director – EODD	Review career progression for critical roles to reduce turnover and improve service provision. Review effectiveness of competency frameworks for critical roles. Monitor agency usage and expenditure annually within workforce plans.	<u>Outcome:</u> KCC has the right number of people with the right skills in the right jobs at the right time to support KCC's strategic statement and outcomes and to deliver the right outcomes in the right way. <u>Measurement:</u> workforce audits, % completed workforce planning and succession planning plans, contract management. Evaluation data. Agency spend.
9.	Performance Management	Directors Directors / Managers CMT / Directors Corporate Director – EODD	Workforce planning is included in all managers' action plans from 2016/17. Targets identified in Personal Development Plans (PDPs) and Action Plans specifically reference KCC's values. Evidence of workforce planning will contribute to a higher than 'achieving' rating in TCP assessments. TCP guidance to be amended to reflect changes.	<u>Outcome:</u> KCC links workforce planning to performance and its values to achieve KCC's strategic statement and outcomes . <u>Measurement:</u> management reports / surveys and TCP impact assessments.
10.	Monitoring and evaluation	Managers Head of OD CMT / Directors OD Group	Managers monitor and evaluate workforce planning, succession planning and talent management at least once a year as part of the business planning and appraisal process. Continue to survey new joiners and commission specific work (across KCC or service specific) based upon the data set. This action plan is incorporated into KCC's OD Plan and monitored and reviewed by the Directors' OD Group and CMT.	<u>Outcome:</u> KCC is more effective in people planning, development and retention and is intelligence led in commissioning HR / OD interventions. <u>Measurement:</u> quarterly and annual reporting.

Appendix B – New Joiners Survey Results

Response Rates

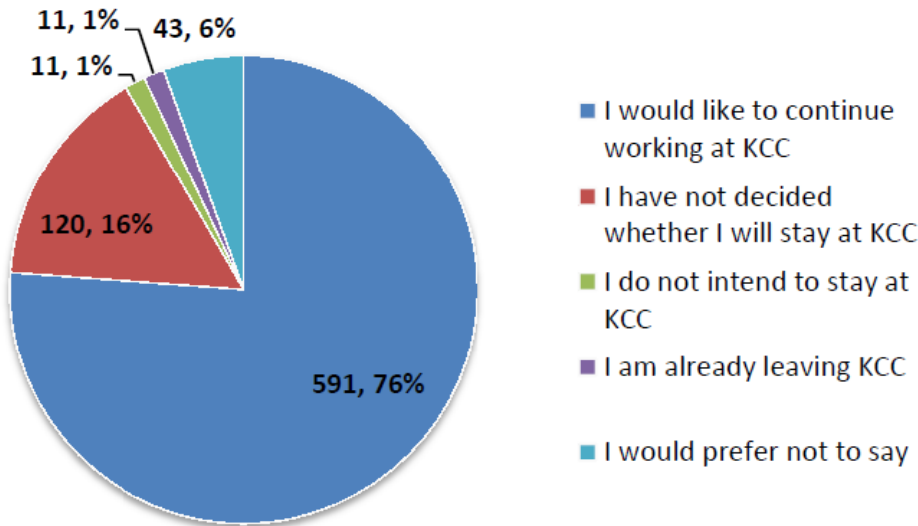
Total response rate

Total new joiners invited to take survey in period **1279**
 Total responses to survey invitation: **776 (60.7%)**

Response rate by directorate

GT (Growth, Environment and Transport)	141	56.9%
ST (Strategic and Corporate Services)	150	67.3%
EY (Education and Young People's Services)	226	59.0%
SC (Social Care, Health and Wellbeing)	259	60.9%

Engagement profile



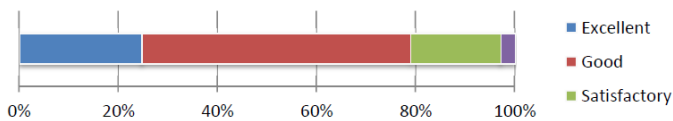
Top reasons for 'engaged' employees:

- 77.5% Relationship with other staff and colleagues
- 75.1% Nature of the work
- 60.7% Opportunities for development and training
- 60.4% Relationship with manager
- 54.3% My contribution is recognised

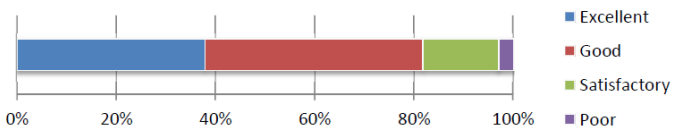
Top reasons for what attracts people to KCC:

1. The nature of the work
2. Location
3. Opportunities for development & training
4. Desire to work in the public sector
5. Flexible working opportunities

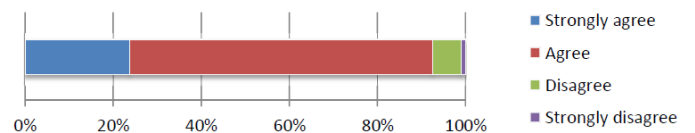
Application/recruitment experience



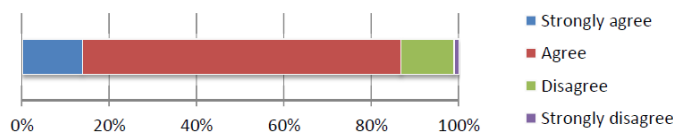
Selection experience



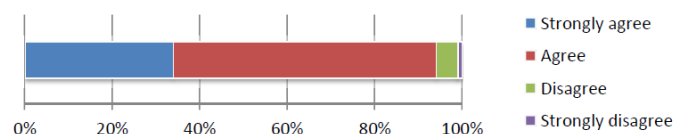
Feel self sufficient



Positive e-induction experience (65% completed e-induction)



Are resilient



Appendix C – Staff Turnover Figures

New Joiners Survey: Top reasons for staff thinking of leaving, or actually leaving:

- 39.4%** Salary
- 37.3%** Job security
- 26.8%** Future direction of KCC
- 21.1%** Circumstances unrelated to work
- 18.3%** Nature of the work

KCC Turnover (non-schools and excluding Casual Relief, Sessional and Supply Staff (CRSS)):

	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15
Actual	12.1%	12.9%	14.2%	15.1%	15.5%	16.2%	15.2%

KCC Turnover figures compared to other Local Authorities where information available:

