

Kent County Council

People Strategy
2017 to 2022

VISION STATEMENT

Kent is a successful authority that is constantly seeking to deliver the services to our communities that deliver the best outcomes for the people of Kent. Our People Strategy sets out our intentions to make the most of our staff and their talents. We need to ensure that we have a skilled and motivated workforce which is flexible and innovative and works with our communities and partners to deliver services and find solutions where necessary.

The next five years and beyond will continue to be exciting, challenging and changing, we will need to make tough decisions, reprioritise services, consider all service delivery models and ensure effectiveness. Our collective workforce is central to our success and is fundamental to developing an organisation that is transformed and fit for the future.

The customer is at the heart of our service delivery and our focus will be on delivering the strategic outcomes set out in 'Increasing Opportunities, Improving Outcomes'. Staff awareness and engagement in the delivery of these aspirations is critical to our success as an organisation and therefore it is the employee that is at the heart of our People Strategy.

This strategy seeks to set out the overarching principles that will form the basis of this engagement and contribution to ensure we do make a difference to the residents and businesses in Kent.

Our organisation priorities, objectives and excellent customer services require an engaged, dynamic workforce capable of designing, planning, commissioning and delivering.

Our changing shape of design and delivery; alternative service models, trading companies and partnerships, require an increasingly sophisticated relationship and collaboration. Whatever these might be over the coming years, the customer service expectation remains the same. There will be continued change over the next 5 years and to ensure this is successful we will need to further develop our skills and support. We will need excellent change management, project management, leadership and a proportionate risk appetite.

The workforce needs to demonstrate flexibility and adaptability, managing competing priorities. There is a need and expectation to work across boundaries and as collaboratively as possible. Our strength and the quality of our services depends on all parts of KCC, from whatever section/function working together and focussing on the common goal – providing the best possible services to those who live, work and visit Kent.

We are a single organisation and employer and want to be able to attract and retain the best possible workforce, wherever possible from those living in and around Kent. As an employer we will seek to encourage, support, recognise excellent performance and encourage creativity and imagination. The environment will be one based on mutual respect, consistency and equity at all levels of the organisation and our

employment offer. Inevitably we will have staff leave the organisation and it is our responsibility to ensure this is managed positively for the individual and the organisation. We will seek to maximise our focus on individual and professional growth and development – continuously investing time and resources to build our capacity. It is therefore critical that we have robust workforce plans, succession plans and talent management.

We need a strength and resilience from our staff and throughout the organisation.

We want to ensure we are sharing best practice across the organisation and our wider workforce with a continual appetite to learn and improve and making the best use of digital technology.

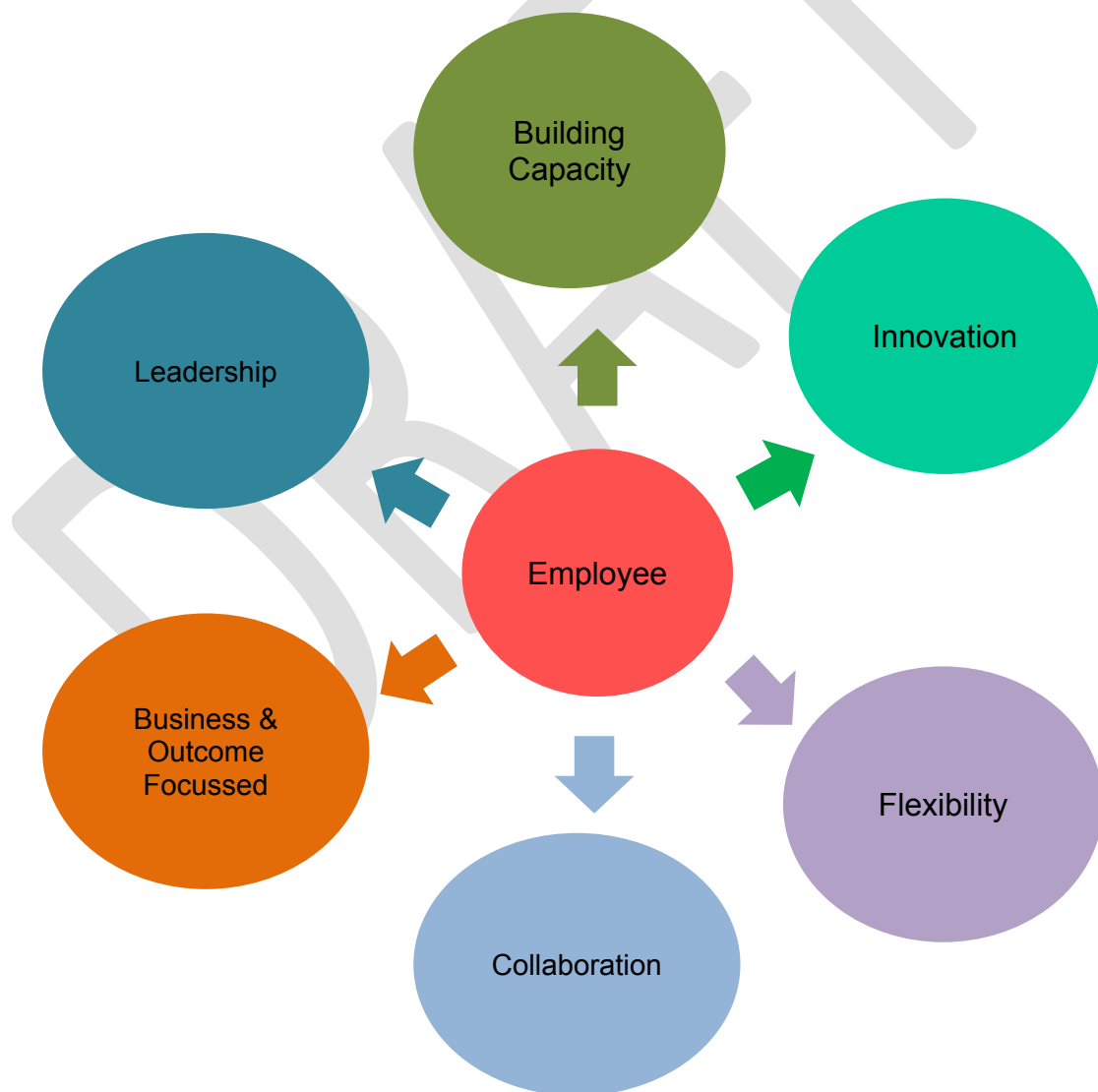
As an employer we recognise the significance there is in a connection between the roles undertaken and our overall service aims.

We will continue to encourage and facilitate the 'employee voice'. We need to ensure we are able to involve everyone in the positive development of KCC as an employer.

OUR GUIDING PRINCIPLES

We have developed Our People Strategy around key principles

- **Business & Outcome Focussed** – that there is a single and common purpose for the engaged workforce
- **Flexibility** – required of both KCC and staff
- **Building Capacity** – to identify future skills requirements, manage and retain talent and grow our collective ability.
- **Leadership** – will drive transformation and deliver improved management performance and effectiveness and all aspects of the strategy
- **Innovation** – a culture and environment that enables staff to develop service delivery
- **Collaboration** – that our strength lies in working together with a collective focus



Valued and Engaged Employee at the heart of the strategy

AIMS AND CONTEXT

We recognise that staff are fundamentally important to success of the organisation and this strategy needs to be considered alongside the IT, Asset and Engagement Strategies in support of the Strategic Outcome, Our Approach.

Overarching aims

- To focus on how staff can make a difference to the business
- That 'values' will underpin our policy and practice
- That KCC as an employer does the right things in the right manner
- The management of people is based on 'values' and behaviours
- As an employer that we are inclusive and recognise employees as individuals
- The People Strategy needs to support key business priorities
- Our Employment Deal is developed to meet both employee and organisational requirements.
- Employee engagement is maximised whenever possible
- Fair, Equitable and inclusive

Components:



OD Plan – a 3 year Plan clearly setting out how we will improve workforce capacity and capability to deliver transformation and service change. The Plan outlines the key strategic workforce priorities which will be delivered through an annually agreed action plan and budget. Progress will be monitored quarterly by the Organisation

Development Team and OD Groups. A mid-year report will be presented to the Corporate Management team.

Workforce Planning Strategy – an organisational strategic approach to workforce planning which sets out the key principles to 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.

Leadership & Management Strategy – a medium term plan for the development of our management capacity to ensure our leaders and managers have increased skills, knowledge, confidence and the right mind-set to drive transformation and deliver improved management performance and effectiveness, whilst demonstrating KCC's values and behaviours and leading by example.

Resourcing Strategy – the principles and tools to ensure we have the right people in the right place at the right time doing the right things. This will help deliver flexibility to meet business needs, ensure people are clear about what is expected of them and have support to reach their full potential. The strategy is intended to enhance employee engagement.

Recruitment Strategy – the Council operates in an environment of continuous change and budgetary pressure, including new approaches to service delivery, technological capability and customer expectation. It is therefore imperative that we have a clear organisational approach, tools and principles to recruit and retain the right people with the capability and future capacity to deliver to the demanding agenda which KCC faces. Recruitment, in the round, needs to be modern, responsive, inclusive, business focussed and effective to ensure that it is properly fit for purpose.

Employment Offer – a single narrative and collection of the elements that make up the 'employment deal' which helps our staff understand what is available to them and distinguishes KCC in the employment market. The Employment Offer therefore is a key component in the recruitment, recognition, motivation, retention, development and engagement of staff.

Workforce Health & Wellbeing Strategy - a medium term plan to enhance the physical and mental wellbeing of the workforce with a view to improving employee attendance, engagement and performance. The strategy will focus primarily on prevention through helping managers create an environment and culture that improves and supports employee wellbeing and by helping people make healthy lifestyle choices. Another key aspect of the strategy is addressing the main reasons for employee absence with a desire to decrease the working days lost.

ROLES AND RESPONSIBILITIES

1. **Senior Leaders (in addition their managerial responsibilities below) will:**

- Understand and accept the cost and benefit of the investment in its workforce
- Commit to the delivery of the component elements of the strategy (e.g. resourcing, OD, health and wellbeing) and the Employment Offer
- Deliver this strategy through their Senior Managers, Managers, the workforce (and HR & OD).
- Provide a clear vision and set the expectations for the workforce.
- Work collaboratively and in the best interests of the organisation as a whole.

2. Managers (in addition to their staff responsibilities below) will:

- **Engage appropriately with HR and OD** and develop self-sufficiency in their own people management competence.
- Demonstrate **leadership** and ownership to deliver the strategy in practice.
- Set and communicate the **organisational vision** in the context of their business.
- Lead by example and demonstrate the organisation's **values and behaviours**.
- Lead and manage with **authenticity and respect**, recognising people as **individuals**.
- Set or manage realistic and **achievable expectations** of all staff that builds sufficient capacity to do the job.
- Undertake all conversations with teams and staff that have a **focus on outcomes**
- Help all staff understand, appreciate and make best use of the **Employment Deal**
- **Commit to the development** of a skilled, capable, competent and resilient workforce using the tools available.
- Demonstrate an appreciation of '**inclusivity**' and manage and deliver this.
- Will demonstrate a willingness to **listen and be open to new ideas**.

3. Staff will:

- Consistently **deliver** good service.
- Have a level of **trust** with the organisation and manager
- **Engage** with the job and organisation together with **positive motivation** toward work.
- Have an **active involvement** in the relationship with KCC, manager and team.
- Acknowledge the importance of the 'how' services are provided and a demonstration of the **organisations values**

4. The HR and OD Function will:

- provide clear **added value**
- Deliver a **single and coordinated approach**, recognise the differences throughout the organisation and support managers in **managing risk**.

- Develop a high level of **expertise and knowledge**
- Demonstrate **professional courage** and **challenge** to managers and the organisation.
- Actively promote **self-sufficiency** that empowers and improves the role of managers and staff.
- Provide suitable and clear **frameworks** for the development of individuals and teams.
- Deliver a professional function that is **flexible, practical** and provides **pragmatic business solutions**.
- Offer the appropriate degree of **flexibility and risk management** in policies and practice to recognise and deliver to business needs.

HOW WE WILL KNOW WE ARE DELIVERING THE STRATEGY?

- We have developed staff to meet predicted future requirements. There will be reduced skills gaps, effective use of the staff development investment and higher levels of performance.
- We take a pragmatic approach to risk in people management. Reduced process, empowered managers, quicker decision making.
- Conversations with managers are taking place with a demonstrable focus on outcomes, as will be evidenced from staff surveys.
- Managers appreciate and undertake their full people management responsibilities.
- Managers engage with people as individuals to capitalise on the specific strengths, skills and capabilities they bring. Delivering increased engagement and improved performance through TCP assessments.
- People understand and use all of the aspects within the employment offer in a way which works best for them and the organisation. Delivering increased engagement and improved performance through TCP assessments.
- Resourcing issues are responded to quickly and effectively. Reduced recruitment and recruitment time.
- People are rewarded and recognised for what they do and how they do it in a way that is effective for both KCC and staff. Delivering increased engagement through appropriate use of recognition tools.
- There will be many more specific measures contained in the supporting strategies that will be appropriately reported and analysed.

APPENDIX 1

HOW HR AND OD WILL ENABLE THE DELIVERY OF THE STRATEGY

	AIM	MET THROUGH
Guiding Principles Commission and deliver inclusive programmes to support staff to have the skills, attitudes and behaviours to deliver excellent customer service	Leadership Creating a future vision	<ul style="list-style-type: none"> Develop and deliver a Leadership and Management Development Strategy Commission the delivery of professional leadership programmes and support Develop future leaders and managers Ensure leaders are equipped with the skills and tools to create the right culture and behaviours Leadership that is inclusive and delivers high quality services to communities Develop and support dynamic decision making
	Business & Outcome Focussed Making the best use of our time and resources	<ul style="list-style-type: none"> Develop and deliver a Performance Management Strategy Develop and deliver a fit for purpose appraisal scheme which gives feedback on performance and records agreed priorities and achievements Developing and promoting self sufficiency
	Collaboration Building strong working relationships	<ul style="list-style-type: none"> Deliver development programmes to support managers commercial thinking, skills and behaviours Deliver the Employee Engagement Strategy and develop 'employee voice' Deliver an effective Employee Relations framework Develop and deliver strategies which support joint training with partner agencies
	Innovation Translating ideas into products, services and solutions that create value for our customers	<ul style="list-style-type: none"> Research and test tools and programmes to support innovative thinking Deliver frameworks to support managers and staff to develop resilience during business change Identify future changes and their impact on the workforce
	Flexibility Responding with pace and energy	<ul style="list-style-type: none"> Produce effective Workforce Planning frameworks and tools Offer agile approaches to transformation Design and implement an organisational wide resourcing strategy that recognises future workforce needs
	Building Capacity	<ul style="list-style-type: none"> Develop and deliver strategies to increase capacity and capability Develop KCC's commissioning capacity and capability. Increase opportunities for knowledge sharing and skills transfer Develop programme and project management capability