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To: Personnel Committee

Date: 13 November 2018

Subject: People Strategy 2017 to 2022

Classification: **Unrestricted**

Summary: This paper provides an update on the 5-year People Strategy.

1. Background

1.1. The strategy was agreed by Personnel Committee on 3 July 2017 with a commitment to track its progress to ensure it is delivering its intended purpose.

1.2. The People Strategy is designed to be an over-arching HR strategy for the organisation, a 5-year plan for how we will recruit, retain, develop and manage people performance, and a statement of our 'guiding employment principles'.

1.3. It is supplemented by a range of strategy and policy documents which are guided by the overarching principles and aims. The People Strategy provides a single, concise narrative for KCC as an employer for staff and managers.

1.4. The 'valued and engaged employee' is at the heart of the strategy. The guiding principles are significant for the effective engagement of employees and our expectations as an employer.

1.5. The 'vision statement' sets out the workforce we expect to have and the employer we intend to be at a 'principle' level. It also recognises the considerable challenges and changing environment we will continue to operate in over the life of the strategy.

2. Progress in the first year

2.1 The People Strategy has 4 core components:

- The OD Plan
- Resourcing
- Workforce Health and Wellbeing
- the Employment Offer

Each have been monitored against their intended 'outcome'.

2.2 Attached in Appendix 1 are the results of our assessment and an indication of how we are delivering our diversity and inclusion objectives that underpin all of the People Strategy.

3. Conclusion

3.1 The People Strategy has given the organisation a single narrative and coordinating framework for all HR & OD Policy and development activity. It also provides a strong guide for future related work given the explicit clarity of the aims and principles.

3.2 The continued pressure across the organisation means that it is critical that all activity is suitably focussed and maximises its value. Most HR & OD activity is undertaken outside of the specialist function by managers managing. Our continued delivery of the strategy is designed to support good management.

3.3 As would be expected progress on the core components has and will move at different speeds but encouragingly all have shown positive delivery.

4. Recommendation

4.1 Personnel Committee are invited to note the progress made in delivering People Strategy.

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Background documents: Personnel Committee 3 July 2017

People Strategy Evaluation

Delivering the People Strategy for our workforce means that they are have the skills, motivation, flexibility and innovation to provide services and find solutions wherever necessary. Our collective workforce is central to our success and is fundamental to developing the organisation that is transformed and fit for the future. As an employer, we encourage creativity, imagination, support and recognise excellent performance. In addition, we seek to increase flexibility, leadership, innovation and collaboration. Each of the sub-strategies within the People Strategy work together with their cumulative impact being greater as a result.

Outcomes:

- Show the effect of the People Strategy in practice.
- Demonstrate the integration and cumulative impact of the sub strategies using quantitative and qualitative information sources:

Resourcing

Outcomes:

1. Finding and keeping the people we need.
2. Helping people progress to meet future requirements.
3. Enhancing employee engagement to increase retention and drive better results.

Achieved through:

- a. Revised approach to managing performance building on the manager/employee relationship to focus on delivery, aspirations and continuous improvement.
- b. Development of Values Based Interviewing toolkit to help managers find out more about what a person is like.
- c. Discussion and agreement of Recruitment Strategy outlining the priorities which are important for Kent County Council (KCC).
- d. Researching options to engage with potential recruits through more sophisticated use of social media and branding.
- e. Use of information from New Joiners Survey, Staff Survey, Talk to the Top (TTTT), business intelligence and networking opportunities.

Employment Offer

Outcomes:

1. KCC offers a range of employee benefits, policies and support which work for both KCC and employees within the context of organisational priorities.
2. Within the Employment Offer there is 'something for everyone', underpinned with as much flexibility, relevance and choice as possible.
3. Each employee understands what KCC Employment Offer is, what is expected from them in return, feel valued by the organisation and treated as an individual.

Achieved through:

- a. Fairer and more equitable leave arrangements agreed for introduction April 2019.
- b. Using the 10th anniversary of Kent Rewards to promote both the site as a way of finding out about the wider employment package and the discounts available to employees.
- c. Broadening the range of topics which managers should discuss during the year to include understanding and using the Employment Offer to best advantage.
- d. Offering market premium payments and reviewing their effect in specific business areas.
- e. Designing the Kent Scheme pay structure to retain competitiveness against National Living Wage (NLW) and National Joint Council (NJC) rates.

Health & Wellbeing

Outcomes:

1. Improved Employee Engagement.
2. Decreased sickness absence.

Achieved through:

- a. Targeting services with high sickness absence
- b. Implementation of extensive mental health programme.
- c. Developing managers to support staff's health & wellbeing.
- d. Conversational practice tool to encourage trusted conversation regarding health & wellbeing.
- e. Authority wide awareness communication programme.

Organisation Development Plan

The purpose of the Organisation Development Plan is to set out clearly how we will improve workforce capacity and capability to deliver transformation and service change. The Plan outlines the key strategic workforce priorities:

1. Workforce Planning
2. Leadership and Management
3. Workforce Development
4. Building Capacity and Capability
5. Managing Change and Continuous Improvement

All of which will be delivered through an annually agreed action plan and budget. The Organisation Development Plan is supported by two specific Strategies: Workforce Planning and Leadership & Management Strategy.

Leadership & Management Strategy

Outcome: Leaders and managers role model the leadership capabilities to drive transformation and improved performance & effectiveness

Achieved through:

- a. Extended Corporate Management Team defining and agreeing the six leadership capabilities and behaviours.
- b. Stream A – Roll-out of the 360° assessment to over 1,000 managers to gain our baseline against the capabilities.
- c. Stream B – workshops have been held across all directorates to identify good leadership practice, culminating in qualitative data for each directorate, and KCC as a whole, against the capabilities. Work is now underway to produce case studies in order we can shine the spotlight on good leadership practice in KCC.
- d. Stream C – Action Learning Sets – two action research questions have now been agreed to progress strategic priorities for KCC enabling individual leaders to come together with external stakeholders, providing further opportunity to reflect and develop leadership capabilities.
- e. Stream D – Culture Audits and cultural audit and change. Cross directorate workshops to commence early 2019 to explore current cultural strengths, gain, share and communicate insights.
- f. Revised Kent Manager 2018 Standard launched in April, with 542 managers currently engaged in the programme. Early evaluation data has proved very positive.

Workforce Planning Strategy

Outcome: KCC has future succession plans in place to ensure we have the right workforce, with the right skills at the right time needed to deliver our strategic outcomes

Achieved through:

- a. Delivery of the ten-point workforce planning action plan to ensure critical roles are identified and succession plans in place for all management tiers across the organisation
- b. Utilising the apprenticeship levy to deliver Apprenticeship training that supports professional development, succession planning and talent development. Identification of career / training pathways and where development gaps exist initiation or involvement in trailblazer groups to develop new standards. Progress towards Public sector target 30% achieved as at 30/09/18

Diversity & Inclusion

Outcomes:

1. KCC will be an inclusive employer.
2. KCC has a diverse workforce.
3. KCC will use staff's views and opinions to inform employment practices and how services are designed and delivered.

Achieved through:

- a. New managing performance framework offers an opportunity for managers to discuss and move forward with all of the aspects within the People Strategy, Management development incorporating core understanding of equality and diversity; conversational practice tool to encourage trusted conversations about support required; promoting dignity and respect, including authority wide awareness communication programme; surveying staff to understand real-life views or experience and what works for them; implementation of KCC's apprenticeship scheme with an emphasis on attracting younger people.