

**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	Employment Offer	Health & Wellbeing	Organisation Development Plan
<p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Finding and keeping the people we need.</li> <li>2. Helping people progress to meet future requirements.</li> <li>3. Enhancing employee engagement to increase retention and drive better results.</li> </ol> <p><b>Achieved through:</b></p> <ol style="list-style-type: none"> <li>a. Revised approach to managing performance building on the manager/employee</li> </ol>	<p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. KCC offers a range of employee benefits, policies and support which work for both KCC and employees within the context of organisational priorities.</li> <li>2. Within the Employment Offer there is ‘something for everyone’, underpinned with as much flexibility, relevance and choice as</li> </ol>	<p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Improved Employee Engagement.</li> <li>2. Decreased sickness absence.</li> </ol> <p><b>Achieved through:</b></p> <ol style="list-style-type: none"> <li>a. Targeting services with high sickness absence</li> <li>b. Implementation of extensive mental health programme.</li> <li>c. Developing managers to support staff’s health &amp; wellbeing.</li> </ol>	<p>We continue to deliver the Medium-Term OD Plan which clearly sets out how we will improve workforce capacity and capability to deliver transformation and service change. The Plan outlines the key strategic workforce priorities:</p> <ul style="list-style-type: none"> <li>▪ Workforce Planning</li> <li>▪ Leadership and Management</li> <li>▪ Workforce Development</li> <li>▪ Building Capacity and Capability</li> <li>▪ Managing Change and Continuous Improvement</li> </ul> <p>For the purpose of this update we will</p>

<p>relationship to focus on delivery, aspirations and continuous improvement.</p> <p>Staff performance levels indicate a rise in attainment as the number of people who receive a higher appraisal rating has increased over the period. This is aided by the increasing number of eLearning courses and face to face training events which have taken place. This indicates that the capability of the workforce is increasing which is being recognised through the Total Contribution approach to managing performance. The number of capability cases relating to poor performance has also decreased which also indicated that general performance is improving.</p> <p><b>b) Recruitment</b></p> <ul style="list-style-type: none"> <li>• 373:1150 internal to external – Currently, one quarter of appointments are filled by internal candidates.</li> </ul> <p>Since the introduction of the People Strategy 2016/17 to 2018/19 (3 years of data): -</p> <ul style="list-style-type: none"> <li>• Average cost per advert</li> </ul>	<p>possible.</p> <p>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.</p> <p><b>Achieved through:</b></p> <p>a. Fairer and more equitable leave arrangements agreed for introduction April 2019. This delivered a rationalisation of the annual leave provision, with the number of levels reduced and the majority of employees, particularly in front facing roles and lower graded benefiting from an extra day's leave. This is intended KCC to foster a more supportive approach which is fairer and more inclusive.</p> <p>b. Using the 10<sup>th</sup> 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.</p> <p>c. Broadening the range of topics which managers should discuss during the</p>	<p>d. Conversational practice tool to encourage trusted conversation regarding health &amp; wellbeing.</p> <p>e. Authority wide awareness communication programme.</p> <p>In terms of measuring improvements in engagement there are two indicators which establish a baseline and also tell us the impact in relation to health and wellbeing is having on levels of engagement. There were some specific wellbeing questions in the staff survey and, also, we cut the survey results to match indicators that Robertson Cooper (one of the founders is the current CIPD president) use to demonstrate resilience in terms of wellbeing and engagement. The approach looks at resilience in relation to staff's adaptability, confidence, purposefulness and support. The answers given by respondents were very positive and range from 79% of the people felt that they were and had scope to be adaptable to 65% feeling a sense of purposefulness in their</p>	<p>focus on activity conducted around three strategic areas; Leadership and Management, Building Capacity and Capability and Workforce Development.</p> <p><b><u>Leadership &amp; Management Strategy – Year One Achievements</u></b></p> <p><b>Outcome:</b> Leaders and managers role model the leadership capabilities to drive transformation and improved performance &amp; effectiveness</p> <p><b>Stream A - Development</b> 360 assessment rolled out on our leadership capabilities to 790 managers, with 5326 respondents providing feedback. The amalgamated feedback demonstrated we have the right leadership capabilities and a comprehensive development programme has been introduced to assist managers in developing their leadership capabilities further.</p> <p>In Year One of the leadership strategy we deliberately concentrated on our senior leaders, KR13 and above and all Kent Managers. One of the guiding principles of our leadership strategy is "<i>leadership for all</i>". We have recently launched the Emerging Leaders programme, enabling the wider workforce to make</p>
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<p>using our external agency, TMP, has halved.</p> <ul style="list-style-type: none"> <li>• Number of agency staff has fallen from 481 to 335 and the agency spend has also reduced as the portion of staffing budget 6.9% to 5.6%.</li> <li>• Proportionately more people with a disability are hired increasing from 2.8% to 3.8%.</li> <li>• Proportionately fewer BME candidates applied (20.4% to 17.6%), however numbers appointed fell less 11.7% to 10.7%.</li> <li>• Other protected characteristics data with respect to applications, shortlisting and hiring changed less than 10% over the timeframe. Transgender data is only available from this year, however there is a consistent percentage at each stage of the recruitment process accounting for 2.4% of appointments.</li> <li>• Although actual numbers are low, there is a proportionate increase in</li> </ul>	<p>year to include understanding and using the Employment Offer to best advantage.</p> <p>d. Offering market premium payments and reviewing their effect in specific business areas.</p> <p>The Market Premium Policy enables KCC to make additional payments for example where roles are hard to recruit to. Payments are made primarily to recognise a shortfall in pay compared to the wider market therefore addressing recruitment and retention difficulties. Given the size of the Authority, there are only a small proportion of individuals who receive these payments outside of the key group of Social Workers.</p> <p>e. Designing the Kent Scheme pay structure to retain competitiveness against National Living Wage (NLW) and National Joint Council (NJC) rates.</p> <p>For the first time KCC has matched the Voluntary Foundation Living wage which gave a disproportionate increase to the lowest paid employees. This means that the minimum Kent Scheme starting salary is £17,368, which offers a greater fairness and equity.</p>	<p>employment.</p> <p>In relation to the My Wellbeing section of the survey 75% of respondents strongly agreed or agreed with the questions. The really strong indicators that made up this result related to how people are supported by their team and that they are clear about the aims and visions that they work too.</p> <p><b>Absence</b></p> <p>Since the introduction of the strategy, sickness absence as represented by days lost per fte has increased slightly by 0.5 of a day. However, the underlying trend is for the number of people off sick throughout a year to have fallen and the corresponding number of days lost to have dropped by a third.</p> <p>With regards the top two reasons for absence we have seen a drop in the number of days lost to musculoskeletal of about 40% whilst mental health has increased by about 12%. More targeted work is planned with teams to address these two areas of sickness absence. Also, KCC has a significant plan in place, as part of the Time to Change pledge, to support improvements</p>	<p>sense of what it means to be a leader within KCC and provide the opportunity to discover more about the possible routes for developing leadership capabilities within KCC.</p> <p><b>Stream C – Action Learning</b></p> <p>Two action research questions were agreed by the Directors OD Group around innovation (maximising our investment in technology) and resilience. 12 future senior leaders were identified to participate in this new programme to develop their leadership practice, connecting with peers across formal boundaries. Feedback both in terms of insight provided on the action research questions and the perceived benefits of our leaders working across formal boundaries to work on strategic organisational challenges was highly positive. Delegates recorded the five-month programme as being “extremely rewarding” and “a privilege to work with peers across directorates”. Insights gathered from the technology group are being taken forward within the business change programme.</p> <p><b><u>Workforce Planning Strategy</u></b></p> <p><b>Outcome:</b> KCC has future succession plans in place to ensure we have the right workforce, with the</p>
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<p>appointments for the over 65 age group 0.4% to 2.2%, however there is a fall in the number of people appointed who are under 20, from 5.0% to 3.4%.</p> <p><b>c) Resourcing</b></p> <ul style="list-style-type: none"> <li>Staffing levels have followed a downward trend over the period, from 7,609 to 7015 FTE.</li> <li>The number of contract types have remained roughly constant when looked at proportionately, with the exception for temporary. This has fallen from 2.9% to 1.2% over the period.</li> <li>There has been a slight increase in the proportion of people with less than one year's service which is offset by a slight reduction in those who have 5-9 years' service.</li> <li>There was a significant drop in the number of redundancies in 2018/19 (38) compared to the previous years (138 and 130).</li> <li>Transfers were a major reason for leavers (844 people) mostly accounted for by TEP and Cantium being established.</li> </ul>	<p>Over the past 2 years, proportionately there are fewer people in the KR6 and below grade range.</p>	<p>in mental health amongst its workforce and decrease absence due to mental illness as a result.</p>	<p>right skills at the right time needed to deliver our strategic outcomes</p> <p>We continue to deliver of the ten-point workforce planning action plan and have recently sourced a system solution to provide corporate oversight of workforce planning activity, with implementation due by the end of the financial year. We continue to use the Apprenticeship Levy and alignment to Professional and Workforce Development to ensure staff are developed into roles identified through succession planning.</p> <p><b><u>Building Capacity and Capability</u></b></p> <p><b>Outcome:</b> Improved capacity and capability by investing in our people to acquire the right skills, knowledge and competencies, at the right time, enabling them to perform and excel in their role to deliver excellent future proofed services for the people of Kent.</p> <p><b>Commissioning Authority</b> Strategic Delivery Plan Activity 67 sets out the requirement for a commissioning competency framework that will give staff the skills they need to deliver best practice, whilst ensuring that KCC develops the capacity of all staff involved in any</p>
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- Proportionately, there has been a downward trend in people retiring, 10.4% to 6.6%, over the past 2 years.
- Underlying turnover remains reasonably constant around an average of 11.8% for the 3 years.

aspect of commissioning. As an organisation wide framework, we continue to work in partnership across all OD groups and directorates to gather insights and perspectives, ensuring the final product is representative of conversations and seen as one co-created across KCC.

Alongside this workstream, we are working in conjunction with the Commissioning Academy to delivery priority development programmes covering; commercial judgement, trusted partnership working and evidence-based decision making.

**Project Management**

There is an identified need to advance our maturity in understanding the discipline and importance of better business cases and to build capacity in this area, especially for complex and high-risk key change activities included within our SDP. Briefing sessions have been held across the organisation to deliver on this workstream, with a session planned for extended CMT in October. Within this session, we will be raising awareness and understanding of the role of the Sponsor/SRO to ensure the business case develops successfully to both ensure the right projects are taken forward and improved benefits

			<p>realisation.</p> <p><b><u>Workforce Development</u></b></p> <p><b>Outcome:</b> Managers and staff have improved skills, knowledge, confidence and the mindset to deliver KCC's strategic priorities to the public</p> <p><b>Digital Skills</b> Introduction of a workforce development offer using innovative learning approaches, to ensure that employees at every level of the organisation have the digital skills, confidence and commitment to adopt a digital first approach.</p> <p><b>The Kent Academy for Children's and Adults' workforce.</b> Our Learning and Development Team (L&amp;D) have held various stakeholder workshops across both ASCH and CYPE to ascertain requirements and views on creating the design and content of the portal for The Kent Academy. It has been agreed that we have one Academy approach, with Adults' and Children's having their own areas for their specific content within the portal. It has been agreed that the Leadership and Management, Resources, and Community faculties will be shared.</p>
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			<p>A formal launch is being planned for late March/early April.</p> <p><b>Strategic Development frameworks</b>  We continue to offer a full range of on demand workforce development programmes, housed within our strategic development frameworks: Health and Safety, 0-25, Adults and Leadership and Management. 2018/19 saw 67,524 eLearning programmes completed and 801 face to face workshops. This is an increase of 44% from the previous years. Evaluation data pulled together from our L&amp;D team shows learning outcomes have been 100% met or exceeded, demonstrating the expertise and knowledge of our L&amp;D team in procuring and ensuring the quality of development offered.</p>
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**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:**

- KCC has seen, over a number of years, its workforce become increasingly diverse Over the last three years KCC's workforce has shown a growth in the percentage of the workforce from particular protected characteristics, to current proportions of BAME (8%), female (79.5%) and LGB (3%). In terms of age the proportion of staff aged 50 and over (41%) has increased slightly whilst the proportion of staff under 30 years (16%) has fallen slightly.

- The leadership group (KR13+) presents a slightly different picture. A significant majority of this group are female, although lower than the KCC figure (61%), or are between 50 and 65 years (53%). The other proportions of this group are the same as the overall workforce (disability, LGB) or lower (BME).
- In relation to how our profile compares to the population of Kent the proportion of women who work for KCC is significantly greater than the proportion of females living in Kent (51%). The proportion of BME staff employed by the Authority (8%) is greater than the population (6.3%). The one area where we are not as reflective of the population is disability. The figures for the population of Kent are about 17%. However, not all of these people will be, or are able to be, economically active. KCC's figure shows that 4% of the workforce identifies as disabled. We know this figure is low for a number of potential reasons: people choose not to provide the information to KCC, people have conditions that classify as a disability and don't know that or have a condition that classifies but don't see themselves as disabled. We have some more work to do to recruit more disabled people but also to improve our data
- What these indicators tell us is that during the period of the People Strategy KCC is felt to be, by its workforce, making progress towards being an inclusive employer where many people's experience of the organisation is positive. However, there are areas for improvement which are known and are being addressed.
- Also, in terms of how inclusive the organisation has become since the People Strategy in relation to how people are rewarded through KCC's performance management system we have seen a similar profile across the ratings for all protected characteristics compared to the KCC norm. Although part time staff's profile still doesn't correspond in the way we would wish. Having improved from year 1 of the People Strategy KCC's gender pay gap has slipped back in year 3 to where it started.
- Over the last three years KCC has worked with its Staff Groups to help improve how employee voice is heard. This augments the work that is being done on good conversational practice that aims to ensure all voices are heard. There are some positive results from the staff survey in relation to how people engage with their team but more needs to be done on how they engage with the corporate agenda.