

**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>	<p><b>Outcomes:</b></p> <p>KCC has the ability to distinguish itself in the employment market and ensures that employee’s engagement with the business is maximised, with the intention that service delivery is enhanced as a consequence and KCC has a framework to ensure statutory compliance</p>	<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</li> </ol>	<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> A commissioning competency framework has been produced (as set out in the SDP) in full partnership with experts and colleagues across KCC to ensure that the competencies described reflected the needs of the business. The framework will be placed on Delta and a full review will be undertaken in March 2020.</p>

<p>a. Continued emphasis on the good conversations approach to managing performance building on the manager/employee relationship to focus on development, aspirations, delivery and continuous improvement.</p> <p>b. Staff performance ratings indicate continuous improvement in practice and delivery as there has been a rise in the number of people who receive a higher appraisal rating over the period - excellent and outstanding (2019/20 38.5% of all ratings)</p> <p>This is aided by the increasing use of secondments to develop skills of staff, the increased</p>	<p><b>Achieved through:</b></p> <p>a. Implementation of a fairer and more equitable leave arrangements in April 2019.</p> <p>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.</p> <p>b. Continued to promote the broadening the range of topics which managers should discuss during the year to include understanding and using the Employment Offer to best advantage.</p> <p>c. Offering market premium payments and reviewing their effect in specific business areas.</p> <p>d. Designing the Kent Scheme pay structure to retain competitiveness against National Living Wage (NLW) and</p>	<p>managers to support staff's health &amp; wellbeing.</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.</p> <p>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</p>	<p>By bringing participants involved in commissioning from across the organisation, working with experts from the Commissioning Academy, we held a four month programme to make the connections and dependencies between these disciplines, impart new insights and know-how to develop the professional and organisational behaviours and mindsets needed to meet future challenges.</p> <p>Following a full review and robust evaluation of the programme, we are pleased to report that we will be holding a KCC Commissioning Academy, fully supported and accredited from the Cabinet Office Commissioning Academy and facilitated by their experts.</p> <p><b>Sample of learner feedback:</b>  <i>Excellent structured programme and speakers</i>  <i>Mindsets and the related tools can be applied to any situation, not just a commissioning project. The more they are applied the more natural they will become</i>  <i>Amazing programme, created the space for me to think, which isn't always possible</i>  Further, maximising opportunities through the Apprenticeship Levy we have supported four cohorts for staff to undertake the CIPS Level 4 Apprenticeship.</p> <p><b>Project Management</b>  To deliver on the identified need to advance our maturity and understanding of the discipline and importance of Better Business Cases (BBC) and to build capability in this area.</p> <p>A session was held with Ext CMT, in conjunction with Corporate Assurance covering the BBC model, internal and external factors evidencing the need to acquire BBC</p>
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use of apprenticeships by internal staff ( 47%) to develop skills and carers within KCC and the increasing number of eLearning courses and face to face training events which are available and the % of training that delivers the learning outcomes remains extremely g-high. The answers given in the staff survey around satisfaction with the learning and development offer increased by 3.6% 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 indicates that general performance is improving.

In the Staff Survey, when staff were asked about their work, **80.1%** of respondents felt positive about their work overall **increasing** from 78.3% in 2018. The majority of the

National Joint Council (NJC) rates. For the first time KCC has exceeded the Voluntary Foundation Living wage. This means that the minimum Kent Scheme starting salary is £18,039.

- e. Continued year on year increase of people receiving a performance rating of excellent and outstanding (2019/20 38.5% of all ratings)
- f. Achieving pay award of 3.6%, in line with the increase of average wages nationally.
- g. Implementing principles to maintain relativity between grades and manage grade compression
- h. Development of a salary sacrifice Additional Voluntary Contribution pension option

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 have shown improvements in the sense of purposefulness the feel in their employment 69% (+4) and the level of social support they receive 80% (+3) In relation to the My Wellbeing section of the survey 78% (+3) 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. However, there were significant improvements in discussions with managers and action being taken on issues

capability and exploring the positives and challenges of the approach. Agreement was reached to adopt BBC across the organisation, with the caveat of this being proportionate. Further agreement was reached to provide SRO development to ensure consistency and understanding in support to Project Managers.

To date 151 staff have attended the BBC awareness sessions with evaluation date recording 100% learning outcomes met.

**Sample of learner feedback:**

**Better Business Cases Foundation**

*Positive comments: The course integrated the process of Business Planning very well. The key area for me was understanding the volume and quality of work required during the outline business case phase which will then theoretically make the remainder of the project easier to manage*

**Better Business Cases Briefing**

*Positive comments: Business Case makes us to be much cleverer in where we keep our money. Knowing that Corp Assurance are taking this to CMT to get their buy in is very helpful.*

**Workforce Development**

**Outcome:** Managers and staff have improved skills, knowledge, confidence and the mindset to deliver KCC's strategic priorities to the public

**Digital Skills**

With the pandemic forcing large scale remote working this year, one of the key enablers to this is our workforce having the digital skills to work required to work in this way and access to virtual training, eLearning to acquire this new skill set, quickly.

staff **81.9%**, were satisfied with the job that they do and **85.9%** felt that they could do their job effectively.

**b) Recruitment**

- Internal to external  
Currently, one quarter of appointments are filled by internal candidates.
- Average number of applicants per advert has increased significantly over the period.
- Average cost per advert using our external agency, TMP, has increased slightly but the total amount spent has reduced due to a decrease in the use of printed advertising.
- Number of agency staff has increased slightly from the previous year, but the agency spend

raised.

**Absence**

Since the introduction of the strategy, sickness absence as represented by days lost per fte has increased by 1 day. However, the underlying trend for the last three years is for the number of people off sick throughout a year to have fallen (-6%) and the corresponding number of days lost to have increased (+14%).

With regards the top two reasons for absence we have seen an increase in the number of days lost to musculoskeletal of about 11% (to the level in 2017/18) whilst mental health is very slightly more than last year. Stress related ailments (non-mental health show a marked increase in days lost (+45%). However, this type of illness accounts for 11% of the total days lost whereas mental health and musculoskeletal account for 39% together.

Very timely, across this financial year, a digital skills workforce development offer was in place. Notably, 300 champions from across the organisation volunteered to become a digital champion for their service. The champions group are fully representative of the workforce profile with officers from all grades (including directors and a Member)

**The Kent Academy for Children’s and Adults’ workforce.**

The academy portal successfully went live on 31<sup>st</sup> March 2020. The Academy is a dedicated space where everything relating to practice improvement, training and development are situated and where social care staff are supported and encouraged to improve their skills at all levels across the workforce.

The academy offer includes an extensive Resources section ensuring current thinking is applied to practice. Content has been mapped into themes and reflective logs to encourage good conversations and practice improvement. This is further complemented with on-line seminars from world renowned experts and a link to SWE for registering CPD.

The academy is home to our new Social Work Degree Apprenticeship programme – KCC is proud to have launched the biggest cohort of this degree apprenticeship in England. 24 apprentices selected from existing KCC staff can find advice and guidance within the academy to complement their academic studies.

**Graduates and Apprentices**

KCC launched its new Kent Graduate programme in 2019; this innovative offering combines our graduate talent programme with an apprenticeship development offer which sets out a professional pathway. After a

has reduced as a portion of staffing budget to 5.3%.

- Increase in the number of apprenticeship training start from 179 to 236.
- Increase in the number of people with a disability who applied (21%) and numbers appointed also increased (25%).
- Increase in the number of BME candidates who applied (8.4%) and numbers appointed also increased (15%).
- Increase in the number of non-heterosexual candidates who applied (26%) however number appointed decreased slightly.
- Number of transgender staff applying has decreased, however the % of those appointed to applied

robust recruitment process eight graduates joined in October 2019 with a further five in June 2020 – all of whom are already delivering valuable work on Key KCC strategic projects.

**Strategic Development frameworks**  
**L&D Delivery Summary**

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. 2019/20 saw 63375 eLearning programmes completed and 1192 face to face workshops.

Evaluation data pulled together from our L&D team shows learning outcomes have been 99.74% met or exceeded demonstrating the expertise and knowledge of our L&D team in procuring and ensuring the quality of development offered.

**Face to face bookings:**

Framework	Bookings	Events
0-25	6643	290
Adults	5098	351
LandM	2512	132
HandS	2346	148
Others, staff development, commissioning	4074	271
<b>Total</b>	<b>20673</b>	<b>1192</b>

**-learning completions:**

has remained consistent.

- Although actual numbers are low, there is a decrease in appointments for the over 65 age group, however there is an increase in the number of people appointed who are under 20, from 3.4% to 4.7%.
- We have introduced guaranteed interviews for care leavers and those leaving the military where they meet the minimum job criteria.
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**c) Resourcing**

- Staffing levels have increased over the period, from 7015 to 7205 FTE.
- The number of contract types have remained roughly constant when looked at proportionately, with the exception for

<b>Framework</b>	<b>Completions</b>
Staff Development, commissioning, Members etc	40,228
Social Care	14520
H and S	6435
L & M	2192
<b>Grand Total</b>	<b>63375</b>

<p>temporary which has decreased again this period.</p> <ul style="list-style-type: none"><li>• There has been a slight increase in the proportion of people with &lt;1 year/1 year/2-4 years' service, which is offset by a slight reduction in those who have 5-9/10-19 and 20 + years' service.</li><li>• There was a slight increase in the number of redundancies in 2019/20 though this was still significantly lower when compared to 2017 and 2018(138 and 130).</li><li>• Proportionately, there has been an increase in people retiring% to 12.0%, over the period.</li><li>• Turnover has decreased over the period by 8.8% and is now within the expected band of a healthy organisation.</li></ul>			
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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 Black Asian and Minority Ethnic (7.6%), female (79.7%) and LGB (2.4%). Black Asian and Minority Ethnic, Disabled and LGB have all fallen slightly, as a proportion of the workforce, in the last year. In terms of age the proportion of staff aged 50 and over (41.1%) has decreased slightly in the last year, whereas the proportion of staff under 30 years has increased slightly (16.2%).
- The leadership group (KR13+) presents a slightly different picture. A significant majority of this group are female, although lower than the KCC figure (60.3%), or are between 50 and 65 years (55.9%). The proportions of LGB and Black Asian and Minority Ethnic staff in this group has fallen in the last year.
- 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 is greater than the population (6.6%). 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.
- 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 most protected characteristics (except Black Asian and Minority Ethnic and disability) 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 it slipped back in year 3 to where it started and has widened slightly again in the current year.
- 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.