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To: Personnel Committee

Date: 15 June 2023

Subject: People Strategy 2022 to 2027 – Evaluation

Classification: Unrestricted

Summary: This paper introduces the first-year assessment of the People Strategy, with an indication of activity that has been undertaken within each of the core themes.

1. Introduction

- 1.1. The People Strategy has been designed to provide an overarching strategic statement of intent and aspiration for KCC as an employer. At its heart is the aim to be an inclusive employer and enable the best possible performance from all our workforce.
- 1.2. The document is divided into three clear sections: our vision, aspiration, and the roles we all play. There are the four core themes to the Strategy:
 - Maximising organisational capacity, capability, and development
 - Creating an environment for people to thrive
 - Supporting our people as individuals
 - Attracting, retaining, and maximising our talent

Each has an indication of what we believe this means and “how we will get there”.

- 1.3. As previously stated, during the design and development of the strategy, it is not intended to duplicate the content of the related documents and activity but will set a framework and provide a single, concise narrative for KCC as an employer for staff and managers.

2. Measurement

- 2.1. In consideration of the length of the strategy it was always intended to have a degree of flexibility in how assessment could be undertaken, recognising the likelihood of changes in priorities and external factors

over the 5 years. However, the strategy contains an initial thirteen key performance indicators that provide a benchmark and insight into whether KCC as an employer is achieving its ambitions.

2.2. These thirteen along with the position as of 31st March 2023 are:

- KPI1 % of employees who believe KCC cares about the wellbeing of its staff **63.1%**
- KPI2 Average days lost to sickness **8.18 days per fte.**
- KPI3 % of employees who rate their engagement with KCC positively **63.6%**
- KPI4 % of higher TCP ratings **44.8%**
- KPI5 % of internal movement **51.8%**
- KPI6 voluntary turnover **13.3%**
- KPI7 % of employees who are satisfied with the total employment offer **55.9%**
- KPI8 % of employees who rated their manager positively **72.9%**
- KPI9 % of employees who feel they are able to access the right learning & development opportunities to support their role **74.9%**
- KPI10 % of employees who rate the culture of KCC positively **71.1%**
- KPI11 % of employees that see our values demonstrated in the way we operate **72%**
- KPI12 % of employees who rate inclusion and fair treatment in KCC positively **82%**
- KPI13 KCC workforce representation compared to Kent working population.

3. Achievements

There have been several achievements and development in the year, including the following:

- work to target key aspects of wellbeing including mental health. We have used targeted interventions that saw positive impacts in the teams involved but overall organisational levels are still high. There will be a range of things that play into this, including cost of living, so we have done work to help at least maintain the support for people. COVID continues to impact on time off and this is not something we can directly influence.

- In relation to our employment offer this year's pay award was significant and people continue to engage strongly with our learning and development offer
- Wellbeing: as well as mental health support, given the makeup of our workforce, we have been working on raising awareness about support for people experiencing the menopause
- Impact of managers and how they are seen by their staff continued to be positive which has been supported by our continued investment in developing leadership & management.
- Inclusive culture work is paying off, although there is still some room for improvement.
- Continued focus on the development of pathways into careers in KCC for people aged between 16 and 25 years.
- KCC's recruitment website, alongside the use of social media, has been further developed as part of our approach to attracting a range of diverse candidates and enhancing the effectiveness of our recruitment activity.

Attached as an Appendix to this summary report is the full and detailed analysis of the first year of the People Strategy.

4. Recommendations

Personnel Committee are invited to,

- 4.1. Note the progress of the People Strategy in its first year and the detailed analysis.

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Background documents: The People Strategy Report to Personnel Committee 25th January 2022 and the final versio of the 2022-27 document.