

**By:** Peter Oakford – Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services

**To:** Personnel Committee      **Date:** 12 June 2024

**Subject:** People Strategy 2022/27 - Evaluation

**Classification:** **Restricted**

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

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## **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. It is also fundamental in providing a platform for KCC to meet the challenges and requirements detailed in the Future of Work presentations it has previously seen.

1.2 The strategy document is divided into three clear sections: our vision, aspiration, and the roles we all play. Within that 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 theme has an indication of what it means and “how we will get there”.

1.3 The strategy is designed to set a framework for the leadership, management and development of the Council’s workforce 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 timescale for 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. In this context, therefore, it is integral to the understanding of the continued evaluation of the strategy that the path to 2027 is not linear. Naturally, though, there is an expectation that an overall improvement in the organisation’s key performance indicators is seen and that these improvements influence how the organisation operates and prepares for the future. As such, there will be a

number of small fluctuations in the first couple of years of this strategy as KCC consolidates the improvements that the previous strategy delivered and builds to the future. In order to follow progress 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 2024 (and the movement since 2023 in brackets) are:

- KPI1 % of employees who believe KCC cares about the wellbeing of its staff 63.1% (0 percentage points)
- KPI2 Average days lost to sickness 8.24 days per fte. (+0.06)
- KPI3 % of employees who rate their engagement with KCC positively 62.3%. (-1.3pp)
- KPI4 % of higher TCP ratings 41.8% (-3 pp)
- KPI5 % of internal movement 10.7% (-1.9pp)
- KPI6 voluntary turnover 10.5% (-2.8pp)
- KPI7 % of employees who are satisfied with the total employment offer 56%. (-0.1pp)
- KPI8 % of employees who rated their manager positively 73.4% (+0.5pp)
- KPI9 % of employees who feel they are able to access the right learning & development opportunities to support their role 75.4% (+0.5pp)
- KPI10 % of employees who rate the culture of KCC positively 70.5% (-0.6pp)
- KPI11 % of employees that see our values demonstrated in the way we operate 71.9% (-0.1pp)
- KPI12 % of employees who rate inclusion and fair treatment in KCC positively 82.1% (+0.1pp)
- KPI13 KCC workforce representation compared to Kent working population.

### 3. Achievements

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

- development of a new grading structure for the Council to aid recruitment and retention as part of the positioning of our overall employment deal.
- refreshed employee Health & Wellbeing Strategy supported by organisation level engagement on the various pillars of wellbeing and continued involvement with services to help reduce sickness levels in the long term.
- Targeted leadership team intervention to support transformation and embed changes in culture to improve service delivery.
- 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 with managers and teams is continuing to build on last year's positive results.
- Continued focus on the development of pathways into careers in KCC for people aged between 16 and 25 years.

- Further work on KCC's recruitment branding and applicant channels to improve KCC's reach in attracting a range of diverse candidates and enhancing the effectiveness of our recruitment activity.

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

3.3 The Appendix presents a comprehensive look at the activity undertaken to drive the organisation forward to meet the challenges presented as the expectations of employees and the landscape of work changes. The delivery of the People Strategy continues to focus on:

- skill development alongside role design (not only the jobs that need doing but the jobs people want to do),
- developing a broad employment offer that doesn't only focus on pay but continued to ensure the Authority has a strong position in the varied employment markets in which it operates.
- building organisational resilience – not only in terms of helping people meet the inevitable, oncoming changes in the way the Council continues to operate but also ensuring it has capable and resilient leaders and managers – both through developing those we have and finding the right type of people to take on those roles.
- continuing to focus on building an inclusive environment to create a culture where people feel supported to work, perform, innovate, and challenge.

3.4 It is important to consider both the People Strategy and the progress in the last year in the context of the previous discussions and presentation on "The Future of Work". It is intended at the meeting to revisit the key points from the presentation made at the September 2023 meeting.

#### **4. Recommendation**

4.1 Personnel Committee are asked to note the progress of the People Strategy in its second year and the detailed analysis.

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Background documents: The People Strategy Evaluation Report to Personnel Committee 15th June 2023 and the People Strategy 2022-27 document