

# Our People Strategy 2022-27



The future  
of work at  
Kent County  
Council



# our people strategy

For the next five years our People Strategy will shape the future of work at our Council.

The approach we take will create an environment that people want to be part of, continuously improving and delivering for the people of our County.

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## Alternative formats

If you require this document in any other format or language, please email [alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk) or call: 03000 421553 (text relay service number 18001 03000 421553). This number is monitored during office hours, and there is an answering machine at other times.



# our foundations

This People Strategy is designed to build on the work of the last five years, creating the conditions for excellence across our workforce.

During 2020/21, we accelerated the delivery of key elements of our first People Strategy to increase our capacity and support for wellbeing, flexible working and ensure the nature of who we are as an inclusive employer could be brought to the fore. The goal throughout 2020 and 2021 was to support our reset and recovery, making certain that our people had the tools they needed to deliver excellent public services in a flexible way.

Our Design Principles, set out in 2020, provide the framework for organisation growth and development, creating a single strategic focus for our activities in support of service objectives.

They underpin how we act as an employer, our approach, and the delivery of our organisation objectives. There are nine principles that will be carried through to provide a consistent basis for the next phase of our People Strategy Development.

## Our design principles ensure that our approach is:



### Personalised

Recognising our staff have different needs, expectations aspirations



### KCC Focus

Delivering the best possible outcome for residents



### Political

Strategic aspiration of KCC is set by the County Council



### Community

Seek to cultivate our communities through employment and collaboration



### Agility

That our governance and decision making is swift



### Service Impact

Clarity and consistency of purpose with an emphasis on "impact"



### Digital

Is the ambition of the organisation within Kent's overall digital strategy



### Collaboration

Is a default and an expectation



### Development

That we are curious and constantly learning



# our foundations

The acceleration of our People Strategy has delivered on our commitment to provide an enhanced programme of support organisation wide resulting in:

- Cultural Aspirations and Values designed from the feedback and observations of our people, embedded through a range of supported development at all levels
- Strong leadership Traits and Management Capabilities setting the expectations for people managers at KCC with supported development to build knowledge and enhance learning
- Redefined resourcing requirements supported by an enhanced Employer Brand with refreshed and targeted recruitment approaches delivered
- Targeted workforce development embracing the development of our Apprenticeship offer at KCC and supporting the national Kickstart programme
- Tools and activities to support the management of change and workforce planning with targeted activities delivered across Directorates, building in-house capacity to provide regular support

These actions and activities provide the foundation for the next phase of development, considering the future of work at KCC in the context of both our organisation strategy, and our role as one of the largest employers in the County.

This strategy is designed to build a workforce for the future - attracting and retaining talent with a desire to deliver meaningful work with purpose. We want our people to be part of an organisation driven by social responsibility and the creation of social value. To rise to the challenges in the next five years, we must focus our efforts on breaking down professional boundaries, enabling collaboration and increased agility through joint working. We want collaboration by design. We must be data driven, creating a robust evidence base for the outcomes we set and the actions we deliver. This is a challenge for the organisation, all leaders, managers and staff.

A healthy and engaged workforce, empowered to act, share knowledge and able to be themselves at work requires authentic leadership and personal accountability. Our structures must encourage agility with less hierarchy, supporting effective project approaches and collaborative tools that will harness innovation. We need to embrace and maximise the potential that technology offers both staff and our service delivery.





# our vision and aspirations

**Kent County Council** supports people to deliver to the best of their ability, celebrating the skills and talents of our diverse workforce.

We expect the very best from each other and that we do the right thing to ensure effective delivery across all our Council's services.

KCC will be an inclusive employer where difference is valued. Our people have a sense of belonging and trust in the organisation, enabling all of us to be our true selves and bring everything we offer to the work we do.

The People Strategy will lead towards the following **outcomes** delivered by a clear range of supporting actions:

**Our people are supported to be well at work**

We will provide a safe, supportive, and healthy working environment with wellbeing at the heart of change.

**Our people are motivated and deliver well for the people of Kent**

We will create mechanisms to support effective self-leadership across our workforce, the tools and information to take action and the coaching support to enable growth and development.

**We have clear career pathways to encourage young people into our organisation and our sector**

We will mobilise and sustain opportunities for access to careers in KCC and with partner organisations for young people aged 16-25.

This work will be enabled through expert advice, guidance, and supported development.

**Our people are well managed, and their talent nurtured as they develop their careers at Kent County Council**

We will work together to retain our talent, offering opportunities for career development through succession planning and clearly identified talent management programmes.

**Kent County Council is an Employer of Choice**

Our employer brand is clear, and we will be known for, and celebrate, the moments that matter to our residents delivered through the contribution of our people.

**Our people have what they need to innovate and change**

We will be future-focused, reimagining what is possible within our organisation and across our sector capitalising on digital skills and technology to drive effective and efficient delivery.

**Our people are recruited based on our values and their potential as much for their experience and knowledge**

We will use a variety of recruitment approaches which will be modern, responsive, inclusive and enhance the candidate experience.

**Our leaders and managers are accountable and drive the effective delivery of our services**

We will collaborate organisation wide to support leaders and managers with their roles and responsibilities, targeting interventions to support growth in leadership and management and ensure accountability is clear for the delivery of our aspirations.

We will foster an inclusive culture where people are treated fairly and with respect through development and the delivery of supported learning, knowledge sharing and engagement.



# our approach

The foundation of this strategy is established through the design principles, values, and our ongoing cultural ambitions. Each help to define the approach we all take to working at KCC. They provide the framework for our employment deal and the way we work.

What does it feel like to work here? What culture do we need around us to deliver our values?

- Compassionate and inclusive
- Working together – building and delivering for the best interests of KCC
- Externally focused – residents, families, and communities at the heart of decision making
- Flexible/agile – willing to take (calculated) risks
- Empowering – our people take accountability for their decisions and actions
- Curious – constantly learning and evolving

The culture we aspire to will sustain our working practices now and in the future. It will be examined through our leadership, management and the delivery of our individual objectives. Each of us will be accountable for demonstrating how we have done our jobs in line with our values and culture.

Everything we do should be guided by our values. These are the values we demonstrate ourselves, see around us and collectively, and individually, strive for. We must hold ourselves and each other to account in doing so:



Brave

**We are brave. We do the right thing, we accept and offer challenge**



Curious

**We are curious to innovate and improve**



Compassionate

**We are compassionate, understanding, and respectful to all**



Strong together

**We are strong together by sharing knowledge**



Responsible

**We are all responsible for the difference we make**

# our roles

## staff

bring and be their best.  
Appreciate and demonstrate  
the organisation's values.

→ Are accountable

## managers

enable the ambition,  
create, and maintain the required  
culture and behaviours,  
to empower their teams and  
to demonstrate our values.

→ Are accountable

## leaders

provide the strategic direction,  
collective accountability  
and demonstrate  
the desired behaviours.

→ Are accountable





# how we will get there

It is intended that the approach to this strategy will work for KCC as a whole while being flexible enough to meet directorate needs, our outcomes and their supporting actions are coordinated through four strategic themes:

- Maximising organisational capacity, capability, and confidence
- Creating an environment for people to thrive
- Supporting our people as individuals
- Attracting, retaining and maximising our talent



## Maximising organisational Capacity, Capability and Development

- Delivering our culture and values – focus on **How** we do things – not just **What** we do – strong sense of identity and common purpose
- Inclusive and fair to all
- The best leadership and management
- Greater connectivity – free moving information and collaboration – we learn and are stronger together
- Talent management - Digitally savvy talent
- Learning and development – delivering individual and tailored programmes with collective value



## Creating an environment for people to thrive

- Underpinned by strong staff engagement
- Our brand, centres on creating and celebrating the moments that matter to our residents delivered by our skilled people
- “Creating an environment that people want to belong to” – this means creating and sustaining an inclusive culture where people are valued and supported. We keep a focus on embracing and celebrating the diversity of our people and the communities across Kent, making certain that our people reflect the diversity in the County
- Recognising that the current generation and future employees will have new and different career aspirations and will expect more variety that will need to be designed for
- Employment deal needs to be understood, appreciated and maximised to make certain we have the correct balance for the organisation and our people
- Reward and recognition to match future aspirations and maximise opportunity to support our organisational objectives and ambitions
- Organisational design and work design – to create meaningful roles with clear purpose, contribution and connection to others
- Active social media engagement, celebrating who we are, what we do and its impact – enhancing the sense of what our people contribute on a daily basis

# how we will get there



## Supporting our people as individuals

- Provide a safe, supportive, and healthy working environment – wellbeing at the heart of change
- Individual and corporate commitment of and understanding of the four pillars of wellbeing and health and safety
- Make mental health and mindfulness matter
- Active engagement in wellbeing and resilience
- Provide a better work-life balance for all our people, through the design of roles and implementing the flexibility of working arrangements, supported by all managers across the organisation. Our focus will be on the effective delivery of outcomes in each role and for every person
- Continue to strive to represent our communities and ensure the working environment is as inclusive as it can be



## Attracting, retaining and maximising our talent

- Enhanced agility and flexibility in processes, procedures and work patterns, supports positive growth and positive change
- Recruitment process and the employee journey
- Recruit for character/mindset – train for mastery
- Active use of social media
- Inclusive recruitment
- Agile and flexible deployment – access to flexible career pathways
- Modern and flexible working patterns
- Strategic workforce planning within and across the organisation
- Showcase the diversity of roles and professions and career pathways
- Coordinated approach to the recruitment and retention of young people
- Shared performance management

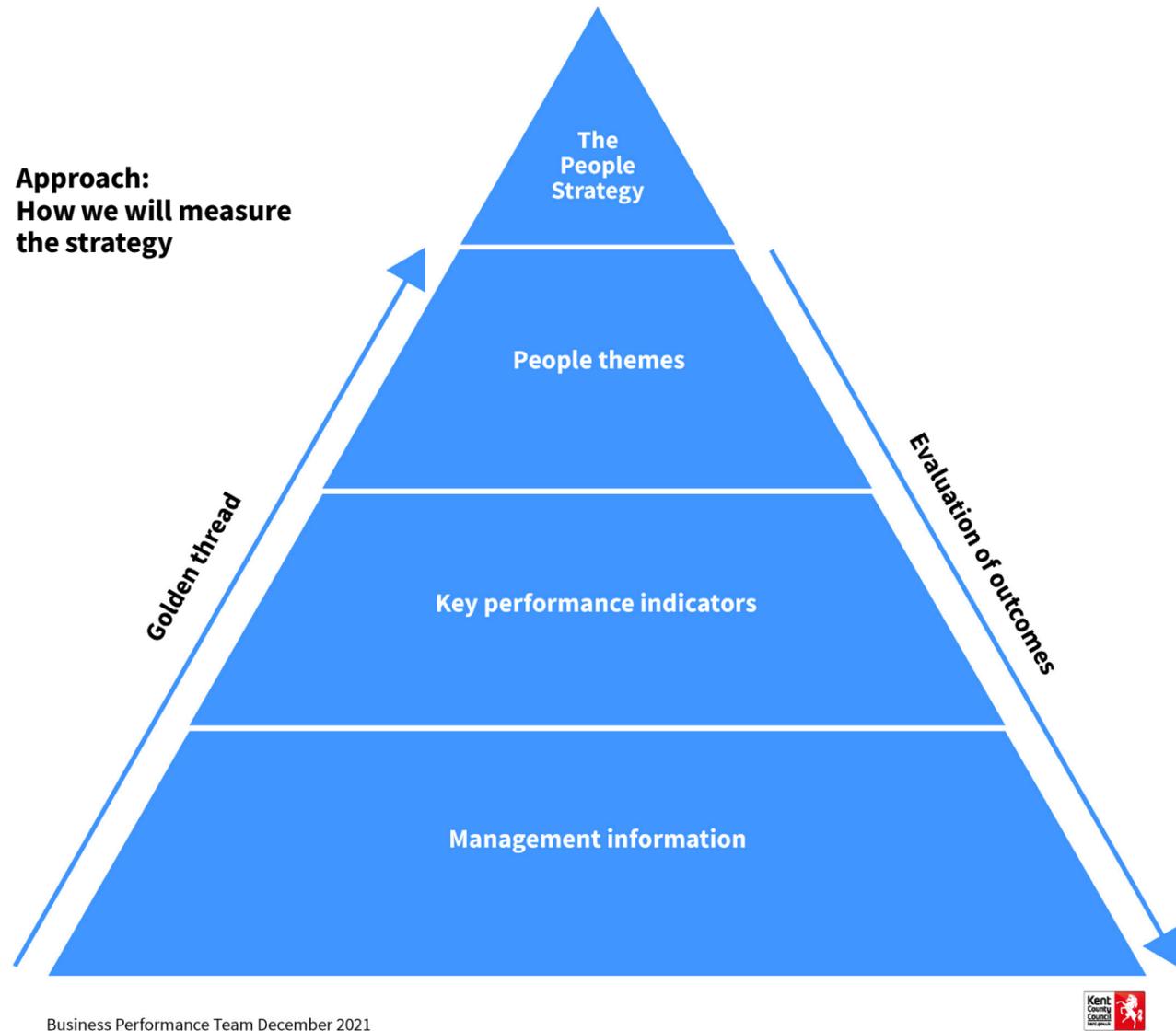


# how we will get there

Core theme	Outcomes	Supporting actions
<b>Maximising organisational capacity, capability, and confidence</b>	 <p>Our people are supported to be well at work</p> <p>Our people are motivated and deliver well for the people of Kent</p>	<p><b>We will</b> provide a safe, supportive, and healthy working environment with wellbeing at the heart of change</p> <p><b>We will</b> create mechanisms to support effective self-leadership across our workforce, the tools and information to take action and the coaching support to enable growth and development</p>
<b>Creating an environment for people to thrive</b>	 <p>We have clear career pathways to encourage young people into our organisation and our sector</p> <p>Our people are well managed, and their talent nurtured as they develop their careers at Kent County Council</p> <p>Kent County Council is an Employer of Choice</p>	<p><b>We will</b> mobilise and sustain opportunities for access to careers in KCC and with partners organisation for young people aged 16-25. This work will be supported through expert advice, guidance, and supported development</p> <p><b>We will</b> work together to retain our talent, offering opportunities for career development through succession planning and clearly identified talent management programmes</p> <p>Our employer brand is clear, and we will be known for and celebrate the moments that matter to our residents delivered through the contribution of our people</p>
<b>Supporting our people as individuals</b>	 <p>Our leaders and managers are accountable and drive the effective delivery of our services</p>	<p><b>We will</b> collaborate organisation wide to support leaders and managers with their roles and responsibilities targeting interventions to support growth in each of these areas and ensure accountability is shared for the delivery of these aspirations</p> <p><b>We will</b> foster an inclusive culture where people are treated fairly and with respect through supported development and delivery of supported learning, knowledge sharing and engagement support</p>
<b>Attracting, retaining and maximising our talent</b>	 <p>Our people have what they need to innovate and change</p> <p>Our people are recruited based on our values and their potential as much for their experience and knowledge</p>	<p><b>We will</b> be future focused, reimagining what is possible within our organisation and across our sector capitalising on digital skills and technology</p> <p><b>We will</b> use a variety of recruitment approaches which will be modern, responsive, inclusive and enhance the candidate experience</p>

# how we will know we are on track

**Approach:**  
How we will measure the strategy



## People Strategy Key Performance Indicators

- |   |   |
|---|---|
| <b>1</b> % of employees who believe that KCC cares about the wellbeing of its staff | <b>8</b> % of employees who rated their manager positively  |
| <b>2</b> Average days lost to staff sickness  | <b>9</b> % of employees who feel they are able to access the right learning and development opportunities to support their role |
| <b>3</b> % of employees who rate their engagement with KCC positively               | <b>10</b> % of employees who rate the culture of KCC positively   |
| <b>4</b> % of 'Higher' TCP ratings awarded  | <b>11</b> % of employees that see our values demonstrated in the way we operate   |
| <b>5</b> % of internal movement   | <b>12</b> % of employees who rate inclusion and fair treatment in KCC positively  |
| <b>6</b> % Voluntary Turnover   | <b>13</b> KCC workforce representation compared to Kent working population  |
| <b>7</b> % of employees who are satisfied with the total Employment Offer           |   |

Business Performance Team December 2021

### Choosing what to measure:

A focus will be on the review and measurement of the core people strategy themes to enable evaluation of the ambition built up from the analysis of the outcomes and supporting actions. The measurement will help shape the engagement with staff, plan for the forthcoming year and will be openly reported. The key performance indicators will be reviewed each year and if necessary adjusted to reflect any change to KCC priorities or external factors.

### How we will monitor measures:

- A Key Performance Indicators dashboard
- More detailed Management Information dashboards
- Baseline and benchmark position
- Monitor progress and direction of travel



# ● achieving our strategy

Setting four thematic areas allows for us to maintain a degree of **flexibility in the delivery of the strategy**. The world of work has seen a revolution over the past couple of years including the dynamic nature of emergent technologies and approaches to people management. It means we must build in the ability to both predict and respond to trends and changes as an employer.

Our tiered approach to evaluation will also allow for a **focus on continuous improvement** and support targeted activities as required.

**Each of us play a role in delivering this strategy** for KCC. Living our values, supporting our people, challenging where necessary and ensuring collaboration across KCC is our default to deliver well for the People of Kent.

Our HR and OD Service will lead the delivery of high quality and timely support interventions working with Leaders, Managers and staff to **ensure the right people-based solutions for the work that we do**.

The success of the strategy will be determined not only by this professional input but by the **individual and collective accountability taken by Leaders and Managers** to deliver their roles in a way that reinforces inclusive practice, connects to the strategic themes and provides clarity and ownerships for decisions and actions taken.

Sharing in the ambitions for our organisation means that we will **build on our strengths, learn from one another and support the future goals of our organisation** by retaining and attracting talented individuals, who are celebrated for their unique contribution.

**PEOPLE  
STRATEGY  
2022-27**

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