

Appendix I Workforce Plan 2016-2020 Progress January 2019

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update / Timescale
Organisational culture and change	Increased partnership work.	Flexibility in workforce movement.	Secondments arranged into and out of partner sector	HR Manager	Ongoing
	Maintain and develop the organisation culture to be consistent with the values and priorities	Increased levels of employee engagement	Employee engagement survey Team talks/briefs; One Council meetings; Service planning and appraisal	Wider Leadership Team (WLT)	Ongoing One Council briefing in September 2018 delivered. To organise the One Council event for February 2019 Engagement 'pulse' survey Posters in all buildings for staff feedback on engagement levels Engagement plan developed with details of events across the council
			Develop a Council engagement plan		
		Minimise stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training ongoing. Stress at work survey completed, focus groups run, and action plan developed and delivered. New site created with support and resources for staff on mental wellbeing
	L&D Manager			Resilience training on-going. Mental Health First Aid training delivered. Mental Health First Aid policy developed and delivered on role of MHFA and line managers	
	Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities	Senior management restructure and development programme	Strengthen project and programme management capacity and skills	Chief Executive Officer (CEO) with Corporate Leadership Team (CLT) and WLT
Senior Leadership is visible	Employees feel that senior leaders are approachable, listen and live the values	One Council briefings, back to the floor and attending local team meetings	Policy, Wider Leadership Team (WLT)	One Council briefing twice per year	

			Staff Forum meetings to gain representative views	CLT	Ongoing
			WLT to visit staff during wellbeing week and birthday teas	WLT	Ongoing
	Employees are engaged with organisation purpose	Employees know where they fit in to the organisation and how they help deliver priorities	Team talks delivered by line managers	WLT Line managers	Ongoing
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Resourcing	The organisation is fully resourced with the right skills to deliver council priorities	Streamlined processes for greater efficiency	Electronic authorisation process and appropriate delegations	Head of HR (HHR) Web Team	Completed
		Council is presented in the best light to attract good candidates	Council job page with attractive information for candidates	HR Manager	New job page created with information on the borough and the council.
		Competitive employment package to attract and retain good people	Appropriate use of market supplements in skill shortage areas	HR Manager	Ongoing and has improved recruitment in hard to fill areas (Planning and Building Control)
		Maximise effectiveness of the full team to deliver council priorities	Line managers are trained and address performance and absence issues	Line managers	Absence management training delivered, absence monitored by Wider Leadership Team
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	Apprenticeship road shows completed. Training and qualifications agreed for existing staff through the apprenticeship levy.
	A representative and balanced workforce	Council that values equality, diversity and inclusion	Meet the Disability Confident employer status Calculate and report on the Gender Pay Gap	HHR	Awarded Disability Confident Committed certificate in November 2018. To provide an update on figures by the deadline of 31 March 2019. Minimal difference between male and female pay rates
Resourcing Development	The organisation is fully resourced with the right skills to deliver Council priorities	No skill / knowledge gaps because of retirements or turnover	Succession planning and multi-skilling to ensure business continuity	WLT	'Developing Everyone' analysis to be carried out following Appraisal March/April 2019
		Organisational effectiveness increased, workloads reduced	Managers trained to use 'lean processing' approach	L&D Manager WLT	Complete

			to streamline work Change in mind-set of employees to overcome challenges in their roles		Pilot on Personal Best training completed. To roll out further training to key areas.
Development	Develop consistency of approach by leaders and managers	Managers and leaders know what is expected of them as a 'Maidstone Manager'	Management development; 360° feedback. All new managers to go through the manager induction programme Review the appraisal process to ensure still meets business requirements	L&D Manager and WLT	Team talk rolled out on 'the Maidstone Manager' Management Development Framework updated, Line manager induction programme to be developed and communicated to managers via Managers Forum and Intranet. Appraisal survey sent to all staff and feedback received. To develop manager skills in 1:1 meetings with their staff.
	The organisation is fully resourced with the right skills to deliver council priorities	Blended approach to learning All employees engaged in personal development	All employees have development plan; training plan in place to address future skill gaps	L&D Manager Line managers	Reinforced through the introduction of the 'Developing Everyone' appraisal process
			Development of new eLearning package with tailored programmes	L&D Manager	Ongoing – roll out new GDPR eLearning training to all staff
	A flexible workforce	Internal recruitment and selection enables horizontal movement to develop careers and give employment stability	Streamline processes for internal re-deployment. Training for new roles and ways of working eg arising from service reviews and business transformation	HHR	Ongoing
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Development	A flexible workforce	Develop a range of skills	Secondments encouraged	HHR	Ongoing
			Work shadowing process developed to facilitate people spending time in other areas	HHR	WLT/CLT Job Swap programme in place, started with AB in May "swapping" with Homeless Outreach Officer.
	A safe workforce	A strong health and safety culture with minimal accident levels.	Deliver the Health and Safety action plan	Health and Safety Officer Line managers	Ongoing monitoring through the Health & Safety Committee.
Rewards	Retain competitive position as an employer	Reinforce benefits package so that employees feel they are	Update and re-issue employee handbook	HR Manager	Completed

		fairly rewarded.	Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing, Well-being week to be arranged for February 2019. Roll out wellbeing events during the rest of the year. Flu vaccinations - delivered
			Total benefits statement developed	HHR	On pilot project with MHR (iTrent self-service)
			Enhance rewards and benefit provision at the Council	HR Manager	Implemented a salary sacrifice car scheme through Tusker
			Annual Pension briefings organised	HR Manager	Delete – no longer offered by KCC
		Employees feel they are fairly rewarded	Review and promote current rewards and benefits	HHR	PM&M roadshow to refresh available benefits
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	To be included as part of the One Council event in February 2019
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced