

Appendix I Workforce Plan 2016-2020 Progress July 2018

| 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 Sept 2018 and February 2019 Engagement 'pulse' survey |
| | | 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. |
| | Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress | | L&D Manager | Resilience training on-going. Mental Health First Aiders/Time to Change Champions identified, and Mental Health First Aid training scheduled. | |
| | 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 | On-going capital projects Develop iTrent HR & Payroll system to run payroll for Dartford Borough Council. Go live with payroll service from 1 April 2018. |
| 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 tea trolley 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 | |

| Key Theme | Need / Driver | Outcome | Action | Responsibility | Update/ Timescale |
|------------------------|---|---|--|------------------------------|---|
| 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 | Implemented 2016 update rolled out to MBC and introduced in Swale BC in May 2018 |
| | | Council is presented in the best light to attract good candidates | Council micro-site with attractive information for candidates | HR Manager | Used for senior management appointments |
| | | 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. Agree training and qualifications for current staff under the apprenticeship scheme. |
| | A representative and balanced workforce | Pay equality | Calculate and report on the Gender Pay Gap | HHR | Report for April 2018 to complete, 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 2018 |
| | | Organisational effectiveness increased, workloads reduced | Managers trained to use 'lean processing' approach to streamline work | L&D Manager WLT | Complete |
| 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. | L&D Manager and WLT | Team talk rolled out on 'the Maidstone Manager' Management Development Framework updated, Management Development Induction implemented, communicated to managers via Managers Forum and Intranet. |
| | 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 | Streamline processes for | HHR | Ongoing |

| | | enables horizontal movement to develop careers and give employment stability | internal re-deployment. Training for new roles and ways of working eg arising from service reviews and business transformation | | |
|------------------|--|--|---|--|---|
| Key Theme | Need / Driver | Outcome | Action | Responsibility | Update/Timescale |
| 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 fairly rewarded. | Update and re-issue employee handbook | HR Manager | Completed |
| | | | Health and wellbeing initiatives developed | HR Manager Community Development | Ongoing, Well-being week arranged and delivered for February 2018 with activities also organised throughout the year. |
| | | | Total benefits statement developed | HHR | On pilot project with MHR (iTrent self-service) |
| | | | Enhance rewards and benefit provision at the Council | HR Manager | Research and implement salary sacrifice car scheme |
| | | | Annual Pension briefings organised | HR Manager | Delete – no longer offered by KCC |
| | | Employees feel they are fairly rewarded | Market review of pay scale | HHR | PM&M roadshow to refresh available benefits |
| | | Staff feel valued for their contribution | Awards ceremony continued and strengthened | HHR | February 2018 – completed |
| | | | Mechanisms developed to increase the ways for recognising staff | HHR | Ongoing Revised recognition process through policy & performance introduced |