

Appendix 1: Workforce Plan 2016-2020 Progress September 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 February and July 2019 delivered. To organise the One Council including staff awards for January 2020 Engagement survey to be created internally for staff feedback on engagement levels Engagement plan to address all levels developed – monitored by CLT	
			Minimise stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training on-going. New site created with support and resources for staff on mental wellbeing
				Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager	Mental Health First Aid training delivered. Mental Health First Aid policy developed and delivered on role of MHFA and line managers Mental Health for managers training to be delivered.
	Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities	Senior management structure 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 Payroll service for Dartford Borough council - ongoing.	
	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 Back to the floor carried out by the WLT	
			Staff Forum meetings to gain	CLT	Staff forum review complete	

			representative views		
			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. Review induction programme for all staff
		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 ongoing, 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. Careers fairs at local schools and colleges to continue
	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 2020. Minimal difference between male and female pay rates
Resourcing Development	The organisation is fully resourced with the right	No skill / knowledge gaps because of retirements or	Succession planning and multi-skilling to ensure	WLT	'Developing Everyone' analysis to be carried out following Appraisal

	skills to deliver Council priorities	turnover Organisational effectiveness increased, workloads reduced	business continuity Managers trained to use 'lean processing' approach to streamline work Change in mind-set of employees to overcome challenges in their roles	L&D Manager WLT	March/April 2020 Complete Pilot on Personal Best training completed. To roll out further Personal Best training to key areas. To deliver Personal Best programme for leaders.
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	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. Pilot new software on check-in's and evaluate feedback
	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
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.
	A safe workforce	A strong health and safety	Deliver the Health and	Health and	Ongoing monitoring through the

		culture with minimal accident levels.	Safety action plan	Safety Officer Line managers	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	To update with new Strategic Plan
			Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing, Well-being week to be arranged for February 2012. Roll out wellbeing events during the rest of the year. Flu vaccinations to be delivered in Oct 2019
			Total benefits statement developed	HHR	Developed TRS in iTrent and delivered statements to all staff
			Enhance rewards and benefit provision at the Council	HR Manager	Salary sacrifice car scheme through Tusker - delivered
		Employees feel they are fairly rewarded	Review and promote current rewards and benefits	HHR	Regular communication on staff benefits and promote any new ones
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	To be included as part of the One Council event in February 2020
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced