GREAT PEOPLE; GREAT PLACE; GREAT OPPORTUNITY

WORKFORCE STRATEGY
2016-2020

Introduction

This Workforce Strategy is written at a time of immense change and challenge for local government. The council's ambitions for Maidstone borough are defined in our Strategic Plan and give the authority clear purpose and priorities. There are fantastic opportunities for the council to develop a greater self-sufficiency which will be critical given that central government funding through our Revenue Support Grant (RSG) will be completely withdrawn by 2017. Central government have also begun discussions with local government to identify potential for devolving power and there are active conversations in Kent with our local partners to determine how this could be used to enhance the lives of our residents and visitors and the vibrancy of our businesses. In addition to the factors influencing our local government sector there are more general changes to the world of work that all employers will need to respond to such as the role of technology, new skills and skill shortages and the changing demographics of the workforce.

Our Workforce Strategy sets out what we have achieved so far, the current context, the information we have gathered to identify what is going to be important in the future and what we will do to ensure that we have a workforce that can meet the challenges and deliver great services for the public.

Section I – review and context

A brief overview of the Workforce Strategy 2012-2015

The previous workforce strategy had five themes, supported by associated actions; there has been significant progress in each of the areas, with the highlights set out in the table below:

| Theme	Progress
Organisation development	- Secondment Policy developed and implemented - Managing Change Toolkit completed - Joint HR policies for the Mid Kent Improvement Partnership (MKIP) - Senior management restructuring to align resources to priorities - Successful change from an Executive to Committee governance system
Leadership development	- Investors in People (IiP) silver accreditation - Development of the 360º feedback processes for leadership teams - Mentoring and coaching introduced - Regular team talks conveyed with corporate messages - Redefined roles for the Corporate and Wider Leadership Teams
Skills development	- Developing Everyone framework as part of the appraisal process - Team leader development programme launched - Refreshed competency framework reflecting our STRIVE values - Coaching and facilitation skills for managers rolled out - Customer Service experience skills rolled out - Well supported development programme at all levels
Recruitment and retention	- Apprenticeship scheme introduced - Recruitment tools to encourage selection for values as well as skills - Recruitment and selection training rolled out - Targets met for speed of recruitment - Minimised use of agency staff and overtime - Review of pay against benchmarks and increased salary levels where needed to match pay policy
Pay and reward	- Improved benefits package - Introduced a rent deposit loan scheme for staff - Re-launched the benefits package to be more accessible - Matched the Rowntree Living Wage level for the low paid - Health and wellbeing initiatives including exercise classes and relaxation therapy and an active Health and Safety Committee

Where there are specific action areas that have not been progressed these will be incorporated into the refreshed Workforce Strategy if they remain relevant to our priorities.

A brief overview of the Workforce

There has been significant change in the nature of the organisation since 2012 as around one third of the Maidstone employees now work in one of our shared services and deliver work for Maidstone, Swale and Tunbridge Wells councils; our Audit service also work for Ashford Borough Council. Maidstone is the employer for several shared services with staff TUPE transferring from Swale and Tunbridge Wells. Shared services have led to changes in work practices with a move towards more electronic working and greater travel between sites. Other changes in service delivery have led to the transfer of staff to new providers for example for the running of the Hazlitt theatre. We currently employ in excess of 500 staff, although as many of these are part time this equates to 473 full time equivalents. The graph below shows the changes during the period of the 2012-2015 strategy.
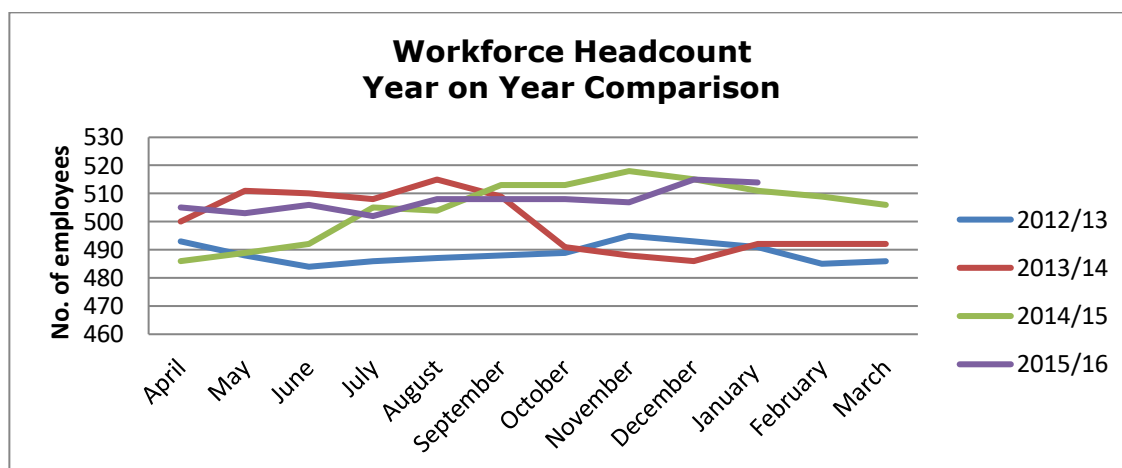
Most of this movement is accounted for by the change in shared services staff, which is illustrated by the graphs below:
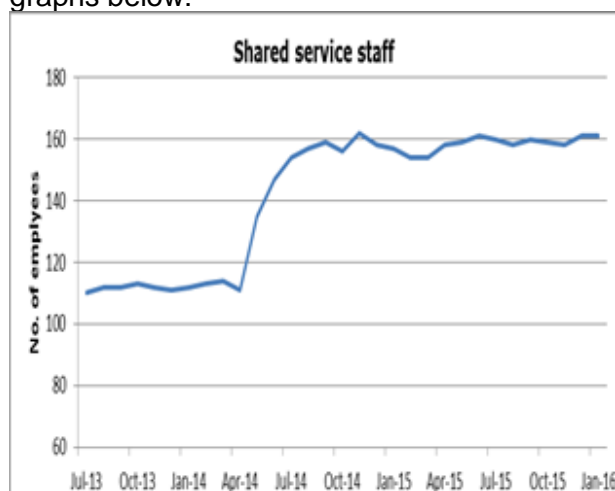

We monitor the views and workplace experience of our workforce through online surveys, focus groups and direct feedback. We conduct the Best Companies survey every two years and as an IiP accredited employer we gain significant feedback from the assessment process. A summary of the results of these surveys is in Appendix I.

The Best Companies survey gave an indication that employees were less engaged in the organisation than they had been in the past, which may in part be attributable to the higher number of shared service staff that have transferred from other employers; this sets some of our challenges for future work. The IiP assessment was very positive; we achieved a silver accreditation with particular comments about the good systems and processes developed by the council, but with the challenge for development being to ensure all our line managers used the systems consistently.
The makeup of our workforce is shown in the 'infographic' on the next page.

A picture of the current workforce

Ethnicity (As of 1 Jan 2016)

	No. of staff	%
Asian background	11	2
Black background	4	1
Mixed background	4	1
White background	488	95
Not given	6	1
Other background	1	0
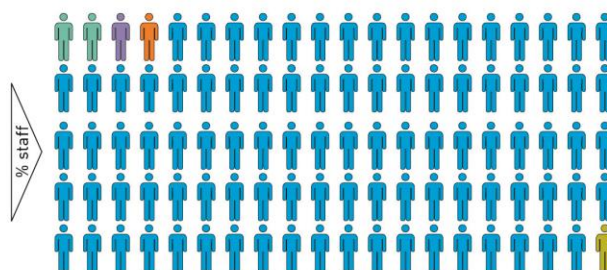
% staff

Sickness absence in last year (As of 1 Jan 2016)

	No. of staff	%
More than 3 weeks	43	8
1 to 3 weeks	90	18
Less than 1 week	170	33
No absence recorded	211	41
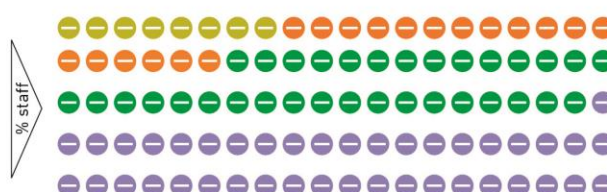
% staff

Health & safety (As of 1 Jan 2016)

	No. of staff	%
Staff sustaining an injury at work	18	4
Did not sustain an injury at work	496	96
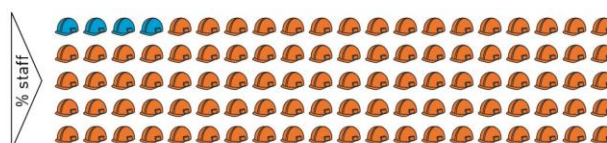
% staff

Age Band (As of 1 Jan 2016)

	No. of staff	%
16-19	6	1
20-29	83	16
30-39	115	22
40-49	140	27
50-59	114	22
60-69	50	10
70+	6	1
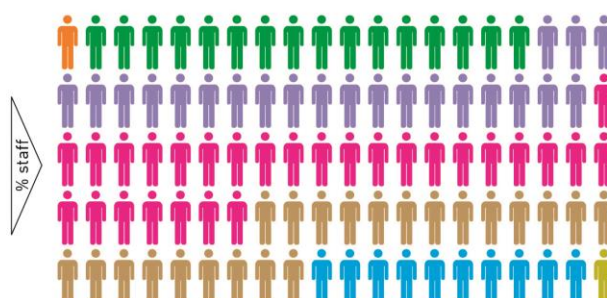
% staff

Gender (As of 1 Jan 2016)

	No. of staff	%
Male	243	47
Female	271	53

% staff

Contracted Hours (As of 1 Jan 2016)

	No. of staff	%
Part-time	109	21
Full-time	405	79
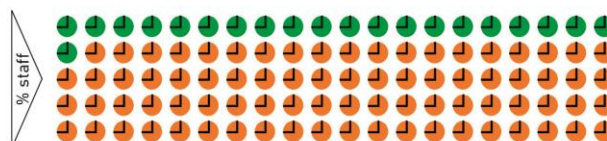
% staff

Disability (As of 1 Jan 2016)

	No. of staff	%
Yes	40	8
No	474	92

% staff

Training (As of 1 Jan 2016)

	No. of staff	%
Attended internal learning event	486	95
Did not attended internal learning event	28	5

% staff
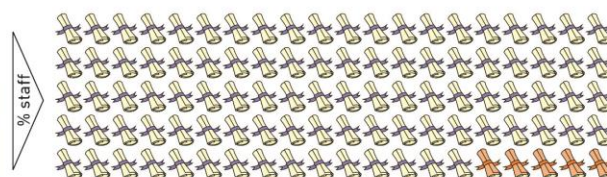
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The National Picture in Local Government

As a comparison with the Council's current workforce data, the information from the Local Government Association's (LGA) workforce survey has been considered. Many of the trends were common across the sector, particularly in sickness absence, turnover and recruitment difficulties.

	Maidstone Borough Council	LGA workforce survey
Turnover	10.9%	12.7%
Sickness days	7.9 (4.5 long term, 3.4 short term)	8.4 (4.8 long term, 3.7 short term)
Sickness Reasons	Stress, depression; hospital treatment; stomach upset; cold/flu	Stress, depression; musculoskeletal; infections; stomach, liver or kidney.
Recruitment difficulties	Planning, Legal, Building Control	Planning, Legal, Building Control and ICT

This indicates that in several dimensions the council is fairly typical of the sector, however in the workforce profile the employee group does vary significantly. The percentage of males to females in the workforce is quite different to the sector overall with an almost equal split (48% male; 52% female) in Maidstone compared to 24% male and 76% female in the sector as a whole.

Environment and Future Forecasting

A review of the literature was conducted to identify key workforce and organisation trends, combined with an analysis of the Political, Economic, Social, Technical, Legal and Environmental (PESTLE) factors that would specifically affect the Council. A summary of this is set out in Appendix II.

As the Council is comprised of several specialist areas, a survey of managers was conducted to establish their future forecast for the workforce, the survey was based on the findings from the literature review. This is set out at Appendix III. In summary the key conclusions were:

The most important areas in the workforce strategy:	1. Pay and benefits 2. Succession planning/talent management 3. Retention of existing staff 4. Learning and development 5. Culture within the organisation
The factors that would most affect our workforce:	1. Reducing budgets 2. New technology 3. Commercialisation 4. Lack of available skills
The most important thing for the Leadership Team to do in the future:	1. Setting out a clear vision for the future 2. Devolving decision making to line managers and staff 3. Rewarding and recognising staff 4. Listening to staff 5. Engaging with staff on a day to day basis
The skills that were most in need of development in the future:	1. Commercialisation 2. Change management skills 3. Strategic development/ horizon planning 4. New technology e.g. channel shift, social media 5. Business analysis 6. Leadership skills 7. Project management 8. Process mapping and business transformation skills 9. Programme management

The preferred ways for senior staff to demonstrate that they were visible was through the all staff briefings, 'back to the floor' and attending local team meetings. All these are currently in place, although there is not currently a regular programme of senior managers attending local team meetings. A workshop with managers considered all of the information available from the surveys and horizon scanning and mapped out three key themes for the workforce strategy – these are set out in Section II.

We also asked staff what they felt made a great organisation to work for and they identified the following factors:
- Staff are valued, trusted and listened to;
- People deliver on their promises;
- There is a good reward package;
- Good training;
- A clear, well communicated vision that gives a 'brand' staff can be proud of;
- Quality and excellent customer service is important to the organisation

This was followed up in workshops with the staff forum and senior managers to identify what made work particularly enjoyable for them – the word cloud below illustrates the factors that they named and this needs to be reflected in the Workforce Strategy.

We have developed a comprehensive approach to health and wellbeing, including an entire week of activity organised to promote health initiatives such as relaxation, massage, healthy eating, exercise classes, smoking cessation and the benefits of charitable activities. We promote internal communications through a range of different media including face to face team meetings, all staff briefings (One Council) and a weekly newsletter. There is also an active sports and social club run by the staff. All these initiatives are designed to involve people, give them a greater awareness of the different parts of the council and give them a greater sense of engagement with the organisation. The review of the literature suggests that these should continue as the challenges of the future create an even greater need for the higher discretionary effort that results from increased levels of engagement.

Strategic Plan 2015-2020

In 2015 the council refreshed its strategic plan which sets out the vision and priorities for the future, the Workforce Strategy is one of several strategies and plans that need to be in place to help us to ensure that we are able to deliver our actions and meet our priorities.

The senior managers workshop also considered any specific workforce implications of the changed corporate priorities and these have been factored into the strategy, the details of this analysis is at Appendix IV.

Section II - Workforce Strategy 2016-2020

What are we trying to do?
Ensure that the Council has the ability to deliver its promises to the public and its staff, through the achievement of the priorities, with the right people, in the right jobs at the right time.
Ensure that our staff demonstrate our values and have flexible skills so that they are able to deliver services and make good decisions in whatever circumstances arise in the future.

Why does it matter?
The council's workforce is its most valuable asset, without it the council would not be able to deliver services. Having a great workforce that is well trained and passionate about our purpose will make the difference between good services and great services. The Council's workforce is also the council's largest cost as it represents 85% of our budget so we have a duty to manage it effectively; the Workforce Strategy underpins everything we do.

How are we going to do it?
By being clear about our expectations of staff and giving them the support to ensure that they can make the best use of their talents. Taking our research and analysis we have identified four themes where we need to focus attention and these form the cornerstones of our Workforce Strategy:

- Organisational Culture and Change
- Resourcing
- Development
- Reward

Theme One – Organisational Culture and Change

The council's Mission is 'Putting People First'. We are an ambitious organisation and people are at the heart of what we do. We have set out the challenges that need us to respond in new ways, particularly in the way we rise to the demands of paying for services and improvements to our borough in the future. It is critical that we deliver high quality and efficient operations in all our core services; by getting the basics right this will give us a strong foundation for innovation and improvement. Our aim is to become self-sufficient and to achieve this we must reduce in size, change the way we do things or find new income streams. This change of emphasis will need to be reflected in the culture of the organisation; we need to be objectives led, evidence based and outcome focussed.

This level of change can introduce a lot of uncertainty for staff and anxieties when they worry about the impact of these changes. We have had feedback from staff and managers that they are feeling under increasing workloads and that this is having an effect on stress related sickness. To address this there will be training provision for managing stress and development of line managers to support them in identifying ways to re-engineer working methods to cut out unnecessary activities and reduce workloads. We have also produced a toolkit for managers to use when they are in the position of making changes so that these are done in the most caring way possible. One of our clear strategies for change in the way we deliver services is through the move to 'self-service' through on-line rather than face to face services. We will need to provide training for our own staff so that they have the up to date skills in the change to technology.

Our staff and managers have given us a clear indication of the characteristics of a great organisation and we will aspire to meet this challenge. We want a workforce that is engaged and has energy to work towards the common aims of improving the borough and we will continue to monitor our progress on this.

• **C**lear sense of purpose – organisation>team>individual
• **C**lear expectations and open feedback
• **C**elebrations of success and recognition
• **C**oaching and development for improvement
• **C**reativity and innovation
• **C**ommunity – what difference do we make
• **C**ommercial approach for high quality and good value
Our Culture 'C's

The last employee engagement survey highlighted several areas where action was needed and in some of these areas action has already been taken. The lowest factor on the B-heard survey was 'fair deal'. This prompted a review of our pay structure and a movement on several of our grades to ensure that we matched the market median. We have also re-launched our Total Rewards package and developed several new benefits.

The B-heard survey also indicated that our senior managers need to spend more time listening to staff. We re-shaped our staff awards and One Council briefing incorporating staff feedback and held an event that was our best rated to date. Changes to our senior leadership team will give an opportunity to create new ways of doing things and we will start with a senior leadership development programme.

We will continue to monitor our culture and employee engagement but we will change the way we do this. The council has used the Best Companies/B-heard survey over a number of years as a way of monitoring engagement and we have also undertaken IiP assessments every three years. The IiP standard has changed to incorporate employee engagement and an essential part of the assessment is an employee survey. We will use this combined process to indicate further areas of development needed.

The clear link between organisation culture, change and council services is in the feedback we get from our customers, this will also be used to ensure that 'the way we do things round here' supports us to deliver our priorities.

Theme Two – Resourcing

Resourcing the organisation incorporates the need to be able to attract and retain people with the skills and values we need to be able to deliver our priorities. This has become increasingly difficult within some of the professions, particularly in the areas of planning and related professions. We need to ensure that our jobs are competitive within the market and that we use appealing processes to attract people to work for us.

We need to develop mechanisms to enhance our approach towards succession planning and talent management to ensure that we have the next generation leaders identified and undertaking systematic development for the future. This should help to retain talented individuals that are keen to progress.

We are an organisation that has a large number of small specialist teams and individuals and we need to ensure that the knowledge and skills held are given to others to increase our resilience and ensure strong succession planning.

We need to ensure that we engage with young people by improving information on jobs, education and training to enable and encourage better access into employment. This will help to meet the challenges of the future of losing older staff and other experienced members of our workforce by ensuring any skill gaps are met with qualified and skilled individuals.

We must remain flexible in our approach to resourcing, recognising that there may be occasions where we can improve our services through other partners rather than by direct delivery. This may bring the challenge of staff transfers and will need to be managed well.

Performance management is an important aspect of resourcing, ensuring that people are fit for work and able to contribute fully. Line managers are being developed in their role so that they know how to tackle poor performance and absence but more needs to be done to support them in how to motivate their teams on a daily basis.

The organisation serves a diverse community and equality is one of our values. It is important that the workforce profile continues to be monitored and opportunities taken to ensure the workforce is balanced and representative of the local community. We will ensure that those responsible for recruitment are skilled in selecting people that not only have the ability to deliver the requirements of the job but also behave in ways that are consistent with our values.

Theme Three – Development

Developing our current workforce is one way that we can ensure we are able to deliver what is needed for the future, although there may be times when we decide that we should either buy in the required skills or work with our partners to supply them. Time and resources need to be built into any development programme. In 2016 the Council appointed two new directors, one of the top priorities for development is at the senior leadership level to ensure they can lead and direct the organisation for the future. It is critical that the leadership team are able to build on the capacities of individuals and recognise the strengths of the team as a whole and the areas where further development is needed.

The 'One Council' approach will be developed so that everyone understands their role and where they fit into the organisation's purpose. Further development will take place with the new Mid Kent Services Director role which will initially have a focus on cross cutting projects such as the Transformation Challenge Award (TCA) leading to the identification of further skill areas for development.

Our work on employee engagement has shown us the importance of line managers and we have been working on our approach to management development. Work on our competencies began the clarification of what was expected of a 'Maidstone Manager' and this work will continue so that managers are given the tools to deliver the organisational performance we need for the future. We have implemented a process of 360° feedback for line managers based on the competencies required for an engaging manager. This information has been used at an individual level for personal development but will need further analysis to identify the strengths and development needs at an organisational level.

The council has a strong culture of managing performance through council priorities, service plans and individual objectives that are reviewed within an annual appraisal and mid-year review. All members of staff will have a development plan. Although this process has been in place for several years it does not enable the council to focus adequately on succession planning and talent management which will need further work.

We have created and transferred new services into the organisation, one example being the park cafés, in order to generate income as part of the commercialism agenda. These are new businesses for the council and managers which require a set of skills and back office systems that may not currently exist in the organisation. To ensure managers and staff are able to maximise these opportunities we need to understand the new skill requirements and embed them in our working practices.

The specific areas for development that have been flagged through the survey and workshop are:

- Commercialisation
- Change management skills
- Strategic development/horizon planning
- New technology e.g. channel shift, social media
- Business analysis
- Leadership skills
- Project management
- Process mapping and Business Transformation skills
- Programme management

These development needs will be built into the learning and development plan in the coming years.

We take a blended approach to learning and development and have promoted an awareness of learning styles throughout the organisation so that people can ensure they adapt their learning to gain best value from all opportunities. We are in the process of implementing a new e-learning system that offers the opportunity to be tailored to service requirements and this, along with formal learning, courses, projects and secondment opportunities all serve to promote development within the workforce.

From the analysis of the future challenges we have mapped the drivers for change and the skills needed to meet them; the diagram below illustrates these.

FUTURE WORK SKILLS 2020

DEMOGRAPHIC & SOCIAL CHANGE

Social Media

Mobile working managing remote staff

Succession Planning

Commissioning & Multi-skilling

NEW TECHNOLOGY

Commercial skills

Project Management

COMMERCIAL PROJECTS

Business Analysis & Development

Community Engagement

Change Management

Channel shift

Business Transformation

SKILL SHORTAGES

REDUCING GOVERNMENT FUNDING

Partnership working

WORKING WITH PARTNERS & DEVOLUTION

Drivers

Skills

Theme Four - Rewards

We will continue to develop the employment package we offer so that it is attractive, enabling us to retain existing staff and attract new staff. This means continuing to monitor the salary scales to ensure that they remain competitive and within our current policy to pay at the HAY market median (south east public and not for profit sector). We will use market supplements in skill shortage areas so that we can recruit and retain, enhance our use of flexible working as one of the most valued parts of the employment package, and developing new benefits within our budgets. All this is set against a backdrop of reducing budgets and the need to consider ways to reduce the cost of our terms and conditions so we will need to be creative and really understand what our staff value most.

We developed a Total Rewards package in 2007. This included benefits such as buying additional annual leave, an employee assistance programme, cash and non-cash awards, health and well-being activities, free flu vaccinations and a range of development opportunities. The Total Rewards package was re-branded in 2015 to ensure staff were aware of what is on offer and we will work towards personal benefits statements so that employees can clearly understand the value of their employment package.

Rewards are not only related to financial benefits. We also need to develop the Council's approach to recognition. We currently have an annual awards ceremony to celebrate success but we need to establish ways of integrating praise and support into the culture and give positive reinforcement on a regular basis. In the consultation with staff about the type of organisation they wanted to work in it was clear that they want praise, recognition and to feel valued. This underlines the importance of the role of the Heads of Service and line managers and interlinks with the theme on development.

We have developed a strong focus of safety, health and wellbeing in the past and this is an important part of our approach to supporting people at work, this is part of the fabric of our organisation and we will strengthen it and involve more people during the life of the strategy.

Next Steps

The next section sets out the actions we will take to deliver the Strategy.

Key Theme	Need / Driver	Outcome	Action	Responsibility	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)	Dec 2016
		Minimise stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	2016
			Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager	2016
	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	2016/2017
	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)	Ongoing
			Staff Forum representatives to attend CLT once a month	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	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	End 2015
		Council is presented in the best light to attract good candidates	Council micro-site with attractive information for candidates	HR Manager	2015/2016
		Competitive employment package to attract and retain good people	Appropriate use of market supplements in skill shortage areas	HR Manager	Ongoing
		Maximise effectiveness of the full team to deliver council priorities	Line managers are trained and address performance and absence issues	Line managers	Ongoing
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	2016
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	Ongoing
		Organisational effectiveness increased, workloads reduced	Managers trained to use 'lean processing' approach to streamline work	L&D Manager WLT	2016/17
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	Ongoing
	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	Ongoing
			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 and support for new responsibilities and ways of working eg arising from service reviews and business transformation	HHR	Ongoing

| Key Theme	Need / Driver	Outcome	Action	Responsibility	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	2016
	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
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	2016
			Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing
			Total benefits statement developed	HHR	2016
			Annual Pension briefings organised	HR Manager	Annually
		Employees feel they are fairly rewarded	Market review of pay scale	HHR	2016/17
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	Feb 2016 and annually
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing

Maidstone Borough Council

best companies

- 50% of employees completed the engagement survey, compared to 61% in 2010 and 63% in 2007.
- Not all departments completed a sufficient number of surveys to get a breakdown of departmental results (6 completed surveys required): Bereavement Services, Environmental Enforcement, Mid Kent Audit, Mid Kent ICT, Mid Kent Legal (MBC), Economic Development & Regeneration and Environmental Health.
- **Best Companies Accreditation Scheme** - Maidstone Borough Council has moved down the Accreditation system, scoring lower than in 2010 and 2007 (marginally).

		OTW	☆	☆☆	☆☆☆	
2015	576.4					
2010	OTW 602.9					
2007	586.2					

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Overall by Factor
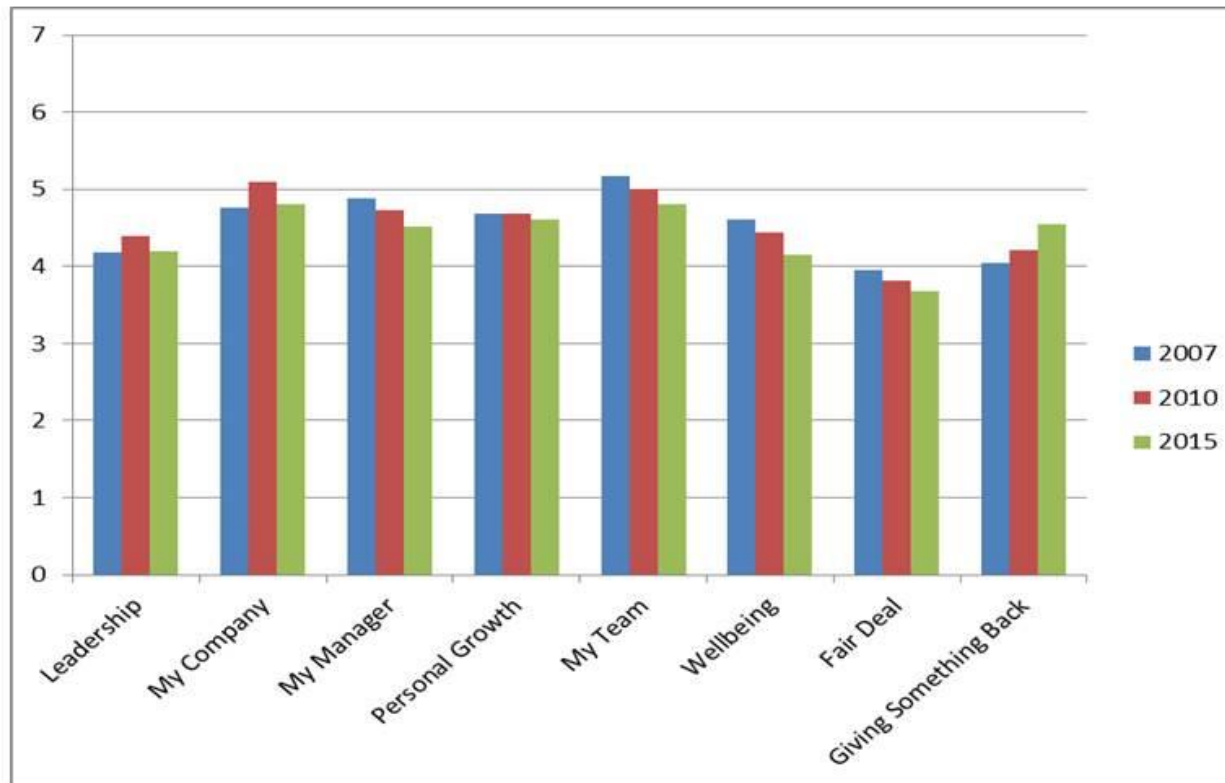
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Investors in People Review Findings for Maidstone Borough Council

INVESTORS IN PEOPLE | Silver

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INVESTORS IN PEOPLE | South

So how did you do?

▶ 67 people were randomly selected and asked to attend either a focus group discussion or individual meeting.

▶ Staff interviewed were really positive about the direction that the Council was going in and the focus by senior leaders to try and engage staff more.

▶ Staff seemed really committed and work extremely hard to make the Council a success.

▶ Although there are a few areas to develop to achieve 'Gold' the Council has already made a number of improvements.

▶ Achieving Silver is a significant achievement – Congratulations to everyone.

Good Practice at MBC

- Strong CLT
- Clear vision and STRIVE values
- Good People Strategies – workforce planning and employee engagement strategy
- Focus on developing managers to be having coaching conversations
- Range of learning and development on offer
- Communication strategies
- Self review processes
- Support for flexible working
- Corporate Social Responsibility - support for work experience, apprenticeships and return to work programmes; volunteering focus
- Equality & Diversity/ Dignity at Work training
- Range of recognition strategies
- Staff commitment
- Induction for new staff with 6 week follow up meeting with CEO.

Development Opportunities

- Consistency of managers' approach.
- Involving people more in strategy development – through team meetings, possibly 'Yammer' forum or One Council activity and follow up.
- Reduce number of KPIs to enable greater focus for all.
- Consider more formal succession planning processes.
- Learning and development evaluation – identifying and measuring anticipated outcomes. Consider different ways to capture L&D feedback (iTags, Yammer, survey pre and post intervention, coaching skill/will, PDP scoring).
- Increasing staff accountability for 'One Council' – to take part in improving the Council beyond the busy day job. Some staff are complacent about change and being part of the bigger picture.
- Head of Service team working and meeting structure.

Appendix II

Literature Review

Prevalent thinking suggests that some or all of the following are going to have a significant impact on the world of work in the next few years:

- demographic changes e.g. aging workforce, increased diversity;
- increasing demand for highly skilled and lower skilled workers e.g. care professionals;
- improving skills of young people to meet the need of high skilled professions;
- technological change; and
- globalisation.

The impact of globalisation may not seem of direct relevance to the local council workforce, but it may be that this has an impact on the demand for services; an example of this being the closure of a large employer in the borough resulting in a higher number of people seeking work, and a fall in business rates.

The forecast is that the UK Labour market will continue to grow at a rate of over 7%, but only a small proportion of this is anticipated to be in the public sector, and none in local government.
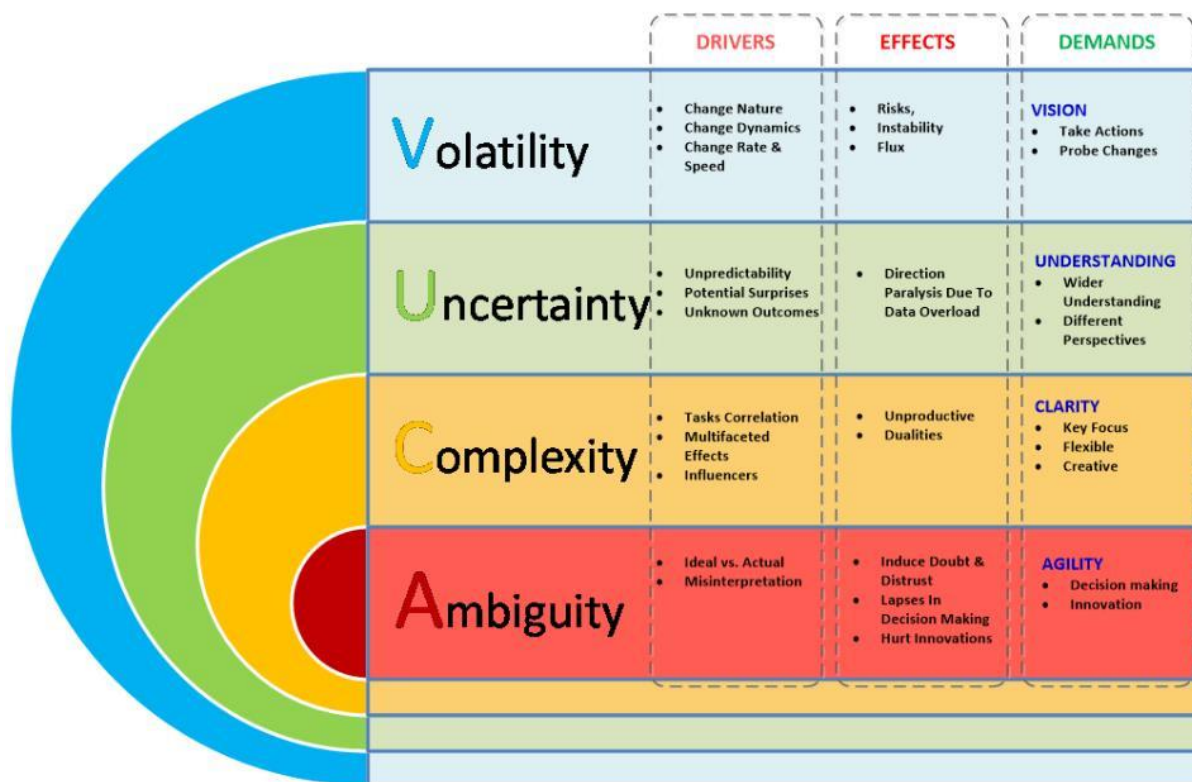
It has been forecast that in the future employers will need to recruit skilled workers as the nature of jobs are changing. There will be more 'white-collar' jobs requiring higher levels of qualifications, and occupations with the highest levels of new employment growth will be managers, professional, and technical jobs, and caring and leisure occupations.

The UK Commission for Employment and Skills set out the key influences on the workforce in the briefing paper in July 2014 'The Labour Market Story' - this is summarised in the diagram below.
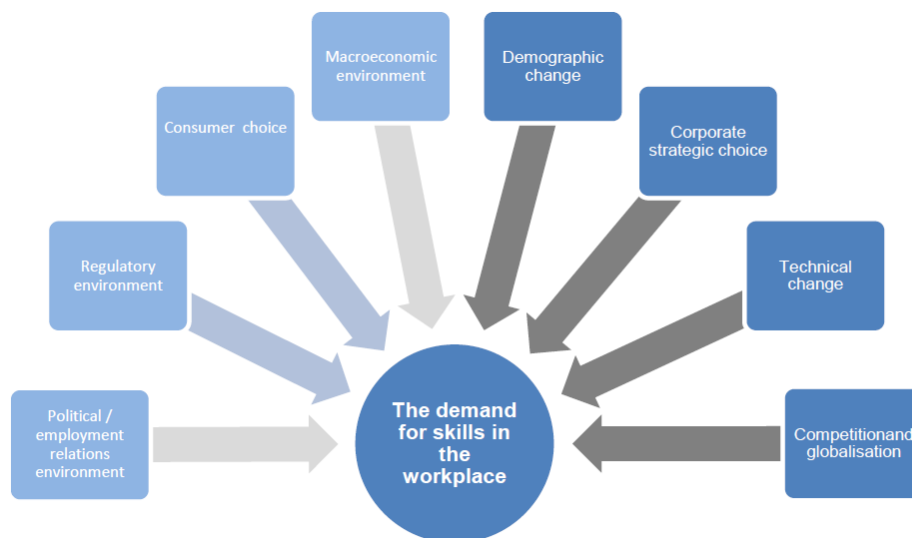
The factors identified from the literature review were developed as the basis for a survey of all managers within the Council to establish which were of most relevance for our services.

One aspect unique to the world of local government is the range of services provided. This varies considerably from many other organisations where there may be many functions but all connected to the same product or service. Analysts describe a VUCA state to illustrate the challenges we face in planning for the future, and for organisational leaders.

	DRIVERS	EFFECTS	DEMANDS
Volatility	• Change Nature • Change Dynamics • Change Rate & Speed	• Risks, • Instability • Flux	**VISION** • Take Actions • Probe Changes
Uncertainty	• Unpredictability • Potential Surprises • Unknown Outcomes	• Direction Paralysis Due To Data Overload	**UNDERSTANDING** • Wider Understanding • Different Perspectives
Complexity	• Tasks Correlation • Multifaceted Effects • Influencers	• Unproductive • Dualities	**CLARITY** • Key Focus • Flexible • Creative
Ambiguity	• Ideal vs. Actual • Misinterpretation	• Induce Doubt & Distrust • Lapses In Decision Making • Hurt Innovations	**AGILITY** • Decision making • Innovation

Within local government services, the impact of the VUCA state will vary, for example the statutory requirement for the Council to provide a method of domestic waste collection is less likely to be impacted (although the mechanism to provide the service may change), whereas the appetite for commercial ventures may be subjected to all aspects described in the VUCA framework.

Research on the 21st Century Public Servant by the University of Birmingham suggested that public service organisations are going through such a radical shakeup that employees require a different set of skills to those traditionally developed through public service education and training. In a climate of cuts to budgets and resources, and a shrinking workforce, public servants are increasingly expected to work across organisational boundaries and to innovate, all of which require different abilities.

The research found that public servants need to learn commissioning and decommissioning skills alongside the ability to challenge the status quo, be willing to innovate, understand risk (and know who holds the risk in a particular situation), and stimulate and manage behaviour change. The ability to be a fixer and facilitator is also seen as a fundamental component of public service roles, as well as the ability to deliver, particularly during difficult times. Communication skills are also seen to be lacking, with new channels of communication between frontline staff and managers being seen as the key to utilising knowledge more effectively and to harness leadership potential. Similarly, new channels of communication with local people were seen as important to learn what works, and what doesn't, in public services.

The researchers suggested that public sector organisations may need to start recruiting fundamentally different people from those they have traditionally employed – for example, people with co-production skills. They proposed that this could be addressed through training, and more could be done in schools and universities to ensure people understand what public service jobs are available and what they involve.

Forecast of factors affecting the workforce 2016 -2020

Factors	Impact on the Workforce
Political 1. Devolution, removal of functions and changing responsibilities 2. Welfare Reform, 3. Global instability – e.g. increased refugees, terrorism 4. EU referendum 5. National elections and possible change of government 6. Local elections – change of administration and leader 7. Review of Committee system	**Political** 1. Changed responsibilities could mean a need for different skills and could lead to increased/decreased numbers & transfers. 2. Reduced headcounts through transfer to DWP (Welfare Reform) 3. Increased demand for services particularly in housing and homelessness – welfare reform, refugees. 4. EU referendum may have little impact but if there is major change this could result in significant change to the availability of labour, particularly in some of the Depot services. 5. Political change can bring instability and a change of direction
Economic 1. Change in government funding – reduced CSR, likely reductions in the homelessness grant, increased control of New Homes Bonus and Business Rates 2. Global Economy – impact of the China slow down and interest rates 3. Increased costs – fuel, accommodation, employment (national insurance, pension increases, National Living Wage(NLW)), childcare. 4. Changing partners in Gateway as KCC exit 5. Increased cost of living in Maidstone	**Economic** 1. Likely outcome is reduced funding from government may result in reduced numbers, increased partnerships 2. NLW – changed to pay scales and relativities, erode competitive advantage for recruiting manual staff 3. Buoyant economy results in skill shortages in planning, etc.; declining economy means less business confidence and growth resulting in reduced income, etc. 4. Reduced numbers of customer service staff, changing nature of face to face client group may require increased resilience 5. Difficulty of attracting workforce or people relocating due to cost of living.
Social 1. Changing society – increased older population, increased dependency, increased diversity 2. Increasing customer expectations 3. Aging work force 4. Increased range of communication channels expected 5. Portfolio careers – no job for life	**Social** 1. Career breaks, part time work etc. to enable the balance of work and home commitments 2. Rising expectations may lead to increased complaints resulting in more difficulty recruiting to the sector 3. Fewer promotion opportunities 4. Resource implications for communication teams as channels become broader
Technical 1. Increased on-line transactions 2. Increased mobile & home working 3. Increased use of video conferencing	**Technical** 1. Need to ensure people are trained to use the technology 2. Resource implications for the IT team 3. Managing remote workers – team building, performance management and isolation 4. Staff reductions in face to face customer service areas

Legal	Legal
1. EU referendum 2. Increase number of judicial reviews 3. Reduced legal aid has increased number of housing cases 4. Commercialisation agenda 5. Transparency in public sector pay	1. Exit from the EU may result in significant employment legislation change e.g. Working Time Directive, Agency Workers Directive 2. Increased specialist skills and resources if judicial review occurs 3. New skills for commercialisation but also changes to the organisational processes to ensure proper probity and governance plus agility 4. Restrictions in restructures created by cap on exit payments.
Environmental	**Environmental**
1. Increased traffic congestion 2. New offices 3. Flooding 4. Increased energy costs 5. EU standards on emissions & drive to reduce energy consumption	1. Reduced attractiveness as an employer with town centre location 2. Major organisational change likely if moving from Maidstone House by 2023 3. Emergency planning demands will increase as will demands on housing staff 4. Reducing office footprint will result in more home based and mobile working

Appendix III
Workforce Strategy line manager survey- 49% return rate

Which aspects of the workforce strategy do you consider to be the most important? Please identify up to 3 choices?		
Answer Options	**Response Percent**	**Response Count**
Pay and Benefits	51.4%	18
Succession Planning/talent management	42.9%	15
Retention of existing staff	40.0%	14
Learning and Development	37.1%	13
Culture within the organisation	34.3%	12
Recruitment and availability of skilled staff	28.6%	10
Performance Management	28.6%	10
OD and restructures	22.9%	8
Succession Planning	8.6%	3
Quality Assurance, e.g. IiP	5.7%	2
Partnership working	5.7%	2
Other (please specify)	5.7%	2
Monitoring and measuring	2.9%	1
Commissioning resources	0.0%	0
answered question	*35*	35
skipped question	*3*	3
Please indicate what you think is the most likely organisational trend for the council up to 2020		
Answer Options	**Response Percent**	**Response Count**
Likely to be smaller in total	47.10%	16
Likely to be fewer direct employees and more outsourced	23.50%	8
Likely to have merged with another organisation	20.60%	7
Likely to have grown in size	5.90%	2
Likely to be about the same number of employees & employment type	2.90%	1
Other (please specify)		4
answered question		34
skipped question		4
With regard to MKIP which is the most likely scenario?		
Answer Options	**Response Percent**	**Response Count**
Services in MKS will remain the same	47.10%	16
MKS will be broken up and absorbed into originating councils	26.50%	9
Additional services will go into MKS (please specify in box below)	26.50%	9
Other (please specify)		7
answered question		34
skipped question		4

Please indicate the 3 external factors that will have most impact on our approach to the workforce of the future		
Answer Options	**Response Percent**	**Response Count**
Reducing budgets	76.50%	26
New technology	55.90%	19
Commercialisation	47.10%	16
Lack of available skills	35.30%	12
Increased demand for flexible working	23.50%	8
Devolution amongst government departments	20.60%	7
Inter-disciplinary working	17.60%	6
Cross-cultural organisational demands	11.80%	4
Social media	5.90%	2
Multiple generations in the workforce	0.00%	0
Increased employment legislation	0.00%	0
Globalisation	0.00%	0
Other (please specify)		2
answered question		34
skipped question		4

What is the most effective mechanism to make senior managers more visible in the organisation?		
Answer Options	**Response Percent**	**Response Count**
Back to the floor	40.60%	13
Attendance at local team meetings	34.40%	11
One Council meetings	25.00%	8
Information blog	0.00%	0
Fruit trolley	0.00%	0
Birthday Teas	0.00%	0
Other (please specify)		4
answered question		32
skipped question		6

What should the Leadership Team do more of to take the organisation into the future?		
Answer Options	**Response Percent**	**Response Count**
Setting out a clear vision for the future	47.10%	16
Devolving decision making to line managers and staff	35.30%	12
Rewarding and recognising staff	35.30%	12
Listening to staff	35.30%	12
Engaging with staff on a day to day basis	32.40%	11
Horizon Scanning	26.50%	9
Working with Members to set strategy	17.60%	6
Networking outside the organisation	14.70%	5
Finding ways to reduce costs	14.70%	5
Performance Management	8.80%	3
Other (please specify)		3
answered question		34

Consider the list of skill areas below and identify which currently exist at the required level and those which need further development (please select all those that apply)

Answer Options	At the required level now	Needs further Development	Response Count
Commercialisation	5	28	33
Change Management skills	6	25	31
Strategic development/ horizon planning	9	22	31
New Technology e.g. channel shift, social media	11	21	32
Business analysis	10	21	31
Leadership skills	11	20	31
Project Management	12	18	30
Process mapping and Business Transformation skills	12	18	30
Programme Management	10	17	27
Customer consultation and insight	14	16	30
Basic line manager skills e.g. performance management, appraisal, etc.	16	16	31
Managing 'remote' workers	14	16	30
Professional/Technical skills	15	14	29
Negotiation Skills	15	12	27
Political skills	17	12	29
Partnership working	19	10	29
Coaching Skills	20	9	29
Facilitation skills	22	7	29
Other (please specify)		0	0
answered question		33	33
skipped question		5	5

Other than salary which parts of the benefits package are most valued by your staff?

Answer Options	Response Percent	Response Count
Flexible Working	82.40%	28
Flexi-time	76.50%	26
Annual Leave Allowance	70.60%	24
Good working environment	52.90%	18
Pension	47.10%	16
Subsidised bus travel	23.50%	8
One off ex-gratia payments	11.80%	4
Buying annual leave	8.80%	3
Sports and Social Club	8.80%	3
Health and Well-being support e.g. flu vaccinations	8.80%	3
Employee Assistance Programme (EAP)	8.80%	3
Salary sacrifice e.g. childcare vouchers, cycle to work	8.80%	3
Long Service Awards	5.90%	2
Other (please specify)		3
answered question		34
skipped question		4

Do your team generally hold the view that they are underpaid for the work they do?

Answer Options	Response Percent	Response Count
Yes	44.10%	15
Some do, some don't	32.40%	11
No	23.50%	8
Don't know	0.00%	0
answered question		34
skipped question		4

What factors have led to this perception?

Answer Options	Response Percent	Response Count
They work in an area which is transferable to the private sector with higher salaries	56.00%	14
They believe others within the council do less for more money	56.00%	14
They have colleagues who have left for higher paid jobs	48.00%	12
They are influenced by the MKIP view that MBC has the lowest salaries	44.00%	11
They are networked into groups that pay more	16.00%	4
Other (please specify)		6
answered question		25
skipped question		13

Have you experienced recruitment difficulties in any of your teams during the last 12 months?

Answer Options	Response Percent	Response Count
No	52.90%	18
Yes	47.10%	16
answered question		34
skipped question		4

What was the cause of the recruitment difficulty?

Answer Options	Response Percent	Response Count
Quality of candidates were poor	60.00%	9
Reward package insufficient	46.70%	7
Skill shortage area	40.00%	6
Job not graded appropriately	33.30%	5
Inappropriate advertising campaign	6.70%	1
No known cause - just bad luck	0.00%	0
Reputation of council not positive	0.00%	0
Other (please specify)		1
answered question		15
skipped question		23

Appendix IV	The workforce implications of the strategic plan
Priority action areas	**Workforce implications**
Providing a clean and safe environment	• Increased partnership working skills • Commissioning process to test efficiency/ effectiveness of street cleansing • Ability to recruit and train sufficient staff • Health and safety – ensuring excellent working practices are maintained • Data analysis capabilities - measurement of outcomes
Encouraging good health and well-being	• Increased partnership working skills • Housing – ensure adequate resources and development • Finance – commercial funding capabilities to support the development of housing strategy • Economic development – ensure resources and develop skills to be able to influence economic prosperity in the deprived areas of the borough • Promotion of health and well-being for staff
Respecting the character of our borough	• Skills of community engagement • Effectively resource planning teams – spatial and development control • Landscape and heritage expertise • Commissioning skills for devolution of services • Organisation change processes for devolution of services
Ensuring there are good leisure and cultural attractions	• Well-developed business skills to enable commercialisation • Project management skills • Adequate resources in the culture and leisure team • Flexible salary structure to match the commercial market • Working with volunteers
Enhancing the appeal of the town centre for everyone	• Increased partnership working skills • Skilled regeneration professionals • Sufficient resources within Economic Development • Skills of community engagement
Securing improvements to the transport infrastructure for our borough	• Increased partnership working skills • Access to transport planning expertise • Skills of community engagement
Promoting a range of employment skills and opportunities across the borough	• Economic development – resources & skills for economic prosperity in deprived areas • Partnership working with the education sector, business and housing providers • Commercialisation – skills to support the growth and development of businesses
Planning for sufficient homes to meet our borough's needs	• Sufficient resources within spatial planning to conclude the local plan • Housing strategy development and the commercial awareness to develop a Housing company • Political skills