

Appendix I Workforce Plan 2016-2020 Progress September 2020

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 Redeployment policy	HR Manager HHR	Ongoing Implemented April 2020
	Maintain and develop the organisation culture to be consistent with the values and priorities	Increased levels of employee engagement	Employee engagement survey and action plan Team talks/briefs; One Council meetings; Service planning and appraisal	Wider Leadership Team (WLT)	Outcome of survey presented to CLT, WLT and all staff. Corporate action plan to be developed. Team talks ongoing. One Council briefing on 22 January 2020 included staff awards. Monthly webinars introduced to update on our recovery and return to offices.
			Develop a Council engagement plan		Engagement plan for 2020/21 has been updated and events are delivered regularly – monitored by CLT
		Minimise stress amongst the workforce	Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress	L&D Manager	Webinars introduced on wellbeing and mental health. Mental Health First Aid supervision sessions regularly organised. Wellbeing surveys introduced to review wellbeing of staff and managers during Covid-19
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. Support provided to Sevenoaks council on payroll.	

	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 briefings All staff webinars Back to the floor carried out by the WLT
			Staff Forum meetings to gain representative views	CLT	Staff forum review complete
			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	Review induction programme for all staff	Head of HR (HHR) Web Team	New digital onboarding induction programme has been designed – to be launched Sept 2020
		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 and Performance management training on-going. New absence records created in iTrent to monitor Covid-19 absence and general sickness
A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	Training and qualifications agreed for existing staff through the apprenticeship levy. Recruitment of apprentices to continue. 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	HHR	Ongoing – further supported by the work experience opportunities provided to the students from the Grow 19 college.	

			Calculate and report on the Gender Pay Gap		Figures are updated and published on the Govt website to meet the deadline of 31 March 2020. Minimal difference between male and female pay rates
	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	To complete 'Developing Everyone' analysis following Appraisals in March/April 2020
		Organisational effectiveness increased, workloads reduced	Change in mind-set of employees to overcome challenges in their roles	L&D Manager	Personal Best training for staff delivered. Personal Best for Leaders – introduced programme for managers and supervisors.
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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	L&D Manager and WLT	Line manager induction programme to be developed and communicated to managers via Managers Forum and Intranet.
			Pilot new software on performance management	L&D Manager	To implement Clear Review system for performance management and regular 'check in' meetings.
	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. Will be included as part of Clear Review 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
	A flexible workforce	Develop a range of skills	Secondments encouraged	HHR	Ongoing
			Work shadowing process	HHR	WLT/CLT Job Swap programme

			developed to facilitate people spending time in other areas		in place.	
	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.	
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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 took place in February 2020. Roll out wellbeing events during the rest of the year. Flu vaccinations organised for Sept 2020 Webinars introduced on staff wellbeing and support provided through EAP and occupational health	
			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	Ongoing - Improved cycle to work scheme offer
		Employees feel they are fairly rewarded	Review pay for lower graded staff Review and promote current rewards and benefits	HHR	Implemented Real Living wage in April 2020 for lowest paid staff. Webinars delivered on rewards and benefits Regular communication provided on staff benefits	
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	Included as part of One Council event in January 2020	
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing – webinar to all staff in July to say ‘thank you’ Revised recognition process through policy & performance introduced	