

Appendix I Workforce Plan Progress January 2021

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. Follow up pulse survey to be sent to all staff in Jan 2021. Team talks ongoing. One Council briefing on 10 Feb 2021 which includes staff awards. Monthly webinars led by CEO continue to be delivered.
			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	Monthly webinars delivered on wellbeing including 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. To explore opportunities with other external organisations to expand payroll service.	

	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 monthly webinars
			Staff Forum meetings to gain representative views	CLT	Staff forum review complete
			WLT to visit staff during wellbeing week and birthday teas	WLT	On hold.
	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
	Organisation design	Accommodation design meets the new ways of working for staff	Survey to review feedback from staff and managers on future ways of working	HHR Head of Commissioning & Business Improvement	Survey results reviewed. HOS feedback received. Accommodation options to be considered
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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 – launched Sept 2020
		Council is presented in the best light to attract good candidates	Council jobs provide attractive information for candidates	HR Manager	Recruitment advertising contract tendered and awarded. 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 – on hold
	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	Ongoing – further supported by the work experience opportunities provided to the students from the Grow 19 college. Figures to be updated and published on the Govt website to meet the deadline of 31 March 2021. 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 2021
		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	New online induction programme for managers to be launched in Jan 2021
			Pilot new software on performance management	L&D Manager	Clear Review system – implementation programme being delivered to all teams. Roll out to be completed by Feb 2021
	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	Recorded in Clear Review and managed by managers during regular meetings.
			Development of new eLearning package with tailored programmes	L&D Manager	Ongoing
	A flexible workforce	Internal recruitment and selection enables horizontal movement to	Streamline processes for internal re-deployment.	HHR	Ongoing

		develop careers and give employment stability	Training for new roles and ways of working eg arising from service reviews and business transformation		
	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 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, virtual Well-being week to take place in February 2021. Roll out wellbeing events during the rest of the year. Flu vaccinations delivered in Oct 2020 Webinars introduced on staff wellbeing and support provided through EAP and occupational health
			Total benefits statement developed	HHR	Completed
			Enhance rewards and benefit provision at the Council	HR Manager	Ongoing – introduced payroll giving benefit
		Employees feel they are fairly rewarded	Review pay for lower graded staff Review rewards in terms of future working methods Promote current rewards and benefits	HHR	Implemented Real Living wage in April 2020 for lowest paid staff. Webinars delivered on rewards and benefits Review on car travel allowances to be implemented in 2021 Award 1 days additional leave as a thank you to all staff 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 Feb 2021
			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