

Appendix I Workforce Plan Progress July 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	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	Wider Leadership Team (WLT)	Outcome of survey presented to CLT, WLT and all staff. Follow up pulse survey sent to all staff in Jan 2021. Run another engagement survey in Jan 2022 Team talks ongoing. Delivered One Council briefing on 10 Feb 2021 which includes staff awards. Monthly webinars led by CEO continue to be delivered. New staff engagement group created. Hold meetings regularly and develop an engagement plan with involvement of staff group – monitored by WLT
			Team talks/briefs; One Council meetings; Service planning and appraisal		
			Develop a Council engagement plan		
	Changes in the way we work	Guidance on agile working for managers and staff	HHR HR Manager	Framework provided to managers on different workstyles to meet the needs of the business and change in working practices Joint Swale and Maidstone policy on agile working to be agreed by management teams – Sept 2021	
	Workforce culture	Organisational culture meets the changes in working practices	HHR	Review behaviours, values and competencies to support agile ways of working Identify structure and processes to support changes Outline future programme of change for the council	

		Training needs for staff on agile working, mental health and wellbeing	Training for staff and managers to support agile working and manage mental health and wellbeing conversations	L&D Manager	Training Plan for 2021-2022 agreed by WLT. Monthly webinars delivered on wellbeing including mental health. Further training on remote working and managing teams to be introduced.
	Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities	Senior management structure and development programme Strengthen creative and innovation skills Expansion of Payroll services	Chief Executive Officer (CEO) with Corporate Leadership Team (CLT) and WLT HHR	On-going capital projects To be delivered through the culture change programme 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 – held virtually Directors attending team meetings – held virtually
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	Changes to office accommodation to meet agile ways of working	HHR Head of Commissioning & Business Improvement	Staff survey results reviewed. HOS feedback received. Accommodation options considered and changes to be taken forward

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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 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 Clear Review Performance conversations in 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 – to be delivered in 2021/22	

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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 launched in Jan 2021 Management development framework updated
			Pilot new software on performance management	L&D Manager	Clear Review system – implementation programme being delivered to all teams. Roll out completed in 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	Tender process started on eLearning system
	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 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 held 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	Webinars on total rewards and benefits delivered regularly
			Enhance rewards and benefit provision at the Council	HR Manager	Ongoing – continuous review of benefits and rewards 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. Review on car travel allowances – completed Regular communication provided on staff benefits	
					Staff feel valued for their contribution
		Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing – webinar to all staff in July 2020 to say ‘thank you’ Revised recognition process through policy & performance introduced	