

**Workforce Plan 2013 – 2015
Update June 2013**

	Need / Driver	Outcome	Action	Responsibility	Timescale	Update
Organisation Development						
1	Need to review and change organisation structures	Facilitate smooth organisational change	Review the current organisation change policy and minimise difference between MKIP partners	Corporate Leadership Team (CLT) Head of HR (HHR) Heads of Service	Dec 2013	Not yet started
2	Need to review and change organisation structures	Facilitate smooth organisational change	Establish clear processes and support mechanisms for managers and staff	HR Manager	Sept 2013	Early draft toolkit started
3	Increased partnership work in MKIP	Strategic employment models agreed	Options evaluation of different employment models, agreed model applied to current and future partnerships.	Zena Cooke MKIP Programme Manager	March 2013	Cabinet awayday received initial guidance June 2013. Project team established.
4	Increased partnership work.	Flexibility in workforce movement.	Secondment policy developed.	HR Manager	July 2014	Not yet started
5	Maintain and develop the organisation culture to be consistent with the values and priorities	Measure levels of employee engagement	Best Councils survey and engagement plan up-dated.	HHR	Survey July 2013	Best Councils survey delayed to Dec 13 to enable direct survey targeted at engagement activities
Leadership Development						
6	Maintain and develop the organisation culture to be consistent with the values and priorities	Minimise stress amongst the work force	Monitor health and well-being through HSE Stress Survey.	HHR	Dec 2012 and Dec 2014	Complete 2012
7	Senior Leadership is visible	Employees feel that senior leaders are approachable and live the values	Through actions in the engagement plan e.g. One Council briefings	HHR, Policy, CLT	Ongoing	One Council briefing April 2013 – feature on Great opportunity

	Need / Driver	Outcome	Action	Responsibility	Timescale	
8	Develop line managers as leaders	Line managers know how to engage teams	Coaching framework delivered	Senior Leadership Team (SLT)	Ongoing	5 managers on ILM Coaching qualification Coaching conversations programme for all line managers planned Oct 2013
9	Develop consistency of approach by leaders and managers	Managers and leaders know what is expected of them as a 'Maidstone Manager'	Streamline the competency framework and reinforce expectations.	HHR and SLT	Ongoing	Competency framework workshops underway
10	Employees are engaged with the organisation	Employees behave in a way that is consistent with the values	See engagement action plan	HHR and CLT	Ongoing	Attached Appendix III
11	Members are supported in their role as community leaders	To increase community involvement and representation	Development sessions available for Members supported by party leaders.	Dem Services Group Leaders	May 2013	Member Dev policy and training plan to MEDP June 2013

Skills Development

These were the skills specifically identified in the workforce plan for the future and are in addition to the usual training provision

12	Skill area	Outcome	Target audience	Update
	Change management	Managing the increased pace of change	All line managers	Training calendar in development for 2013/14 Proposed for 13/14 calendar
	Customer consultation & insight	Localism and improved resident perception	All line managers, front line staff	
	New technology	Improved efficiency, channel shift, social media	All staff and Members	
	Commercialism, business analysis & development	Services may have technical expertise but not the business skills to develop a commercial approach	Line managers in areas of opportunity for selling services	
	Project & programme management	To secure most effective approach to high level change	Line managers	

13	Skill area	Outcome	Target audience	Update		
	Coaching	Develop line managers to be able to get the best from their teams in a supportive way	Line managers	Target – October 2013 Programme in development, 5 managers on ILM programme		
	Facilitation skills	To assist in the management of change with team work	Project members in areas of workforce change	Training calendar in development for 2013/14		
	Managing 'remote' workers	Develop teams with increased partnership split site working and home working	Line managers	Proposed for 13/14 calendar		
Recruitment and retention						
	Need / Driver	Outcome	Action	Responsibility	Timescale	Update
14	A flexible workforce	Internal recruitment and selection enables horizontal movement to develop careers and give employment stability	Streamline processes for internal re-deployment.	HHR	March 2014	Not yet started
15	A flexible workforce	Develop a range of skills from other organisations	Secondments with other organisations encouraged and a secondment policy and guidance notes agreed.	HHR	March 2014	Not yet started although secondments are utilised on ad hoc basis
16	Develop skills in partner organisations	Support partner organisations to develop skills	Offer secondment opportunities to partners when opportunities arise.	Heads of Service	Ongoing	secondments are utilised on ad hoc basis
Pay and Reward						
17	Compliance with Localism Act	Open and transparent regarding the council's use of resources	Publish the pay policy statement annually	HHR	March annually	Complete 2013
18	Retain competitive position as an employer	Reinforce benefits package so that employees feel they are fairly rewarded.	Update and re-issue employee handbook	HHR	June 2013	In progress

	Need / Driver	Outcome	Action	Responsibility	Timescale	Update
19	Retain competitive position as an employer	Reinforce benefits package so that employees feel they are fairly rewarded.	Health initiatives developed	HHR Community Development	Ongoing	Health checks offered, regular feature on different health initiatives
20	Retain competitive position as an employer	Reinforce benefits package – pensions are understood and valued	Auto enrolment implemented	HHR	Nov 2013 Spring 2014	Briefing given to staff, processes adopted LGPS changes briefing to staff
21	Retain competitive position as an employer	Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	Feb 2013 and annually	Complete
22	Retain competitive position as an employer	Staff feel valued for their contribution	Mechanisms developed to increase the ways for recognising staff	HHR	ongoing	Gourmet Society card offered May 2013