

Appendix I Workforce Plan 2016-2020 Progress February 2018

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 Team talks/briefs; One Council meetings; Service planning and appraisal	Wider Leadership Team (WLT)	Ongoing One Council briefing in Sept 2017 and February 2018 Engagement 'pulse' survey
		Minimise stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training ongoing. Stress at work survey completed
	Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress		L&D Manager	Resilience training on-going. Mental Health First Aider 'train the trainer' completed and Mental Health First Aider training will be rolled out	
	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	On-going capital projects Roll out of Skype to increase flexibility in working patterns Change considerations with possible changes to Maidstone House.
	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 briefing twice per year
			Staff Forum meetings to gain representative views	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	

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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	Implemented 2016 update rolled out to MBC and introduced in Swale BC
		Council is presented in the best light to attract good candidates	Council micro-site with attractive information for candidates	HR Manager	Used for senior management appointments
		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 training delivered, absence monitored by Wider Leadership Team
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	% of under 25s has fallen in the last 3 years - Apprenticeship programme under review to increase the number of applicants
	A representative and balanced workforce	Pay equality	Calculate and report on the Gender Pay Gap	HHR	Report complete, minimal difference between male and female pay rates
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	'Developing Everyone' analysis and agreement on 'ready for next role' group
		Organisational effectiveness increased, workloads reduced	Managers trained to use 'lean processing' approach to streamline work	L&D Manager WLT	Complete
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	Team talk rolled out on 'the Maidstone Manager'
	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
			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

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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	WLT and CLT job swap which is being arranged
	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.
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	Completed
			Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing, Well-being week arranged for February with activities also organised throughout the year.
			Total benefits statement developed	HHR	On pilot project with MHR (iTrent self-service)
			Annual Pension briefings organised	HR Manager	Delete – no longer offered by KCC
		Employees feel they are fairly rewarded	Market review of pay scale	HHR	PM&M roadshow to refresh available benefits
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	February 2018
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced