

**Appendix I Workforce Plan 2016-2020 Progress July 2017**

<b>Key Theme</b>	<b>Need / Driver</b>	<b>Outcome</b>	<b>Action</b>	<b>Responsibility</b>	<b>Update / Timescale</b>
Organisational culture and change	Increased partnership work.	Flexibility in workforce movement.	Secondments arranged into and out of partner sector	HR Manager	Ongoing – recent examples include Head of HR to Tower Hamlets
	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 liP engagement survey Dec 2016 – results awaited One Council briefing in Jan 2017 and summer 2017
		Minimise stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training commenced October 2016, very well received by managers. Specific sessions delivered in Planning and WLT.
	L&D Manager			Resilience training commenced October 2016, very well received by staff.	
	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	Development Programme commenced July 2016, ongoing through 2017. Recruitment of mid Kent Services Director ongoing.
	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 representatives to attend CLT once a month	CLT	Not yet commenced
			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 liP confirmed this as one of our strongest areas.	

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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
		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 Performance management was confirmed as a strength by liP
	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
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	Ongoing
		Organisational effectiveness increased, workloads reduced	Managers trained to use 'lean processing' approach to streamline work	L&D Manager WLT	Six sigma training organised Jan 2017
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 and support for new responsibilities 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 – see above
			Work shadowing process developed to facilitate people spending time in other areas	HHR	Not yet developed other than on an informal basis
	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 January with activities also organised throughout the year.
			Total benefits statement developed	HHR	Draft in development phase
			Annual Pension briefings organised	HR Manager	Completed for 2016
		Employees feel they are fairly rewarded	Market review of pay scale	HHR	This was one of the lowest areas in the liP assessment and more actions need to be developed
		Staff feel valued for their contribution	Awards ceremony continued and strengthened	HHR	Completed
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced