

## Recruitment and retention

Action	Update
<p>Attract and secure the best talent with engaging and creative recruitment campaigns that reflect our ambitions, including fostering links with higher and further education institutions and local schools.</p> <p><b>HR/OD</b></p>	<p>We are part of Kent Uni’s Employability Points scheme which promotes FHDC as an employer in return for us offering annual work experience placements (July 20).</p> <p>Work experience placements offered to students from Folkestone College and various other local schools (June 19).</p> <p>We highlight the benefits of working for the council and living / working in the district within job adverts. However, there is a clear opportunity to adapt this in light of changes to working arrangements and align to our Place campaign / locally distinctive guiding principle.</p>
<p>Design innovative ways to recruit traditionally ‘hard to fill’ roles in conjunction with area specialists, including identifying development pathways.</p> <p><b>HR/OD</b></p>	<p>We have recruited a Planner from Business Support and training them to degree/ RTPI level via the Apprenticeship levy.</p> <p>Recruited Legal Apprentice to train as a solicitor via the Apprenticeship Levy.</p> <p>We have created and recruited to Graduate Planner positions with a view to developing into Specialist positions.</p> <p>Secondments / internal opportunities continue to be utilised to help support and development and progression into roles.</p> <p>Retention payments in e.g. Planning used to attract and then retain people into hard to fill role.</p> <p>Use of market supplements to ensure salary is competitive – salesforce architect</p>
<p>Create flexibility within our pay and reward mechanisms to become more attractive and competitive in our recruitment.</p> <p><b>HR</b></p>	<p>We have utilised existing mechanisms to support recruitment and retention. (e.g. greater use of Market Supplements, honorariums, retention allowances &amp; agreements, grade reviews).</p>
<p>Integrate our behavioural framework into our selection and development processes.</p>	<p>Competency based interview training rolled out to all managers and utilised in all cases. HR trained in writing</p>

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<p><b>HR/OD</b></p>	<p>assessment exercises based on the Behavioural Framework. All staff have undertaken Behaviour Assessments resulting in a PDP (by Dec 20).</p> <p>Development activity in our L&amp;D Brochure (launched Jan 21) is mapped to the Behavioural Framework.</p>
<p>Develop the capability of our recruiting managers.</p> <p><b>OD/ HR</b></p>	<p>See above, plus:</p> <p>Manager Development Programme: Recruitment and selection (competency-based interviewing) (1 hr): 10th September 2019.</p> <p>Further sessions on how to undertake behavioural assessments delivered in Feb and Nov 2020.</p> <p>Next management programme session on recruitment and selection scheduled for September 2021.</p>
<p>Develop our induction approaches to accelerate the integration of new staff into the council.</p> <p><b>OD</b></p>	<p>A series of mini induction videos being produced by Feb 21 to enable a just-in-time approach to induction. New starters' Forum is held quarterly online to enable networking.</p>
<p>Develop clear succession plans for professional and strategic progression.</p> <p><b>OD/HR</b></p>	<p>Succession planning spreadsheets being completed in March 2021 and will inform training budget expenditure.</p> <p>BAs and resulting analysis will contribute to highlighting talent and developing careers.</p> <p>Transformational restructures have considered progression and competency frameworks are being developed in some specialist / harder to fill areas e.g. Planning, Building Control.</p>
<p>Continually identify, grow and manage our internal talent in line with talent segmentation, succession plans and personal development goals providing appropriate career pathways.</p> <p><b>OD/HR</b></p>	<p>Chief Officers and ADs have meetings with the OD &amp; Engagement Manager twice a year to discuss their talent (top 10% of people with high performance, high potential, exemplary behaviours and ambition to do more). Discussions focus on retention and development plans for those individuals. Actions are taken forward as a result.</p>
<p>Continue to develop and promote our approaches to agile working.</p> <p><b>HR/OD</b></p>	<p>Pandemic has provided the opportunity to enhance our approaches to agile working.</p>

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	<p>It has been promoted through comms, messages from Susan, and in individual discussions.</p> <p>There is an opportunity to promote this further externally.</p> <p>Additional technology rolled out to enable lifeline to work from home rather than in the office</p>
<p>Identify secondments as potential development opportunities, both inside and outside of the council, to aid retention of our people.</p> <p><b>HR/OD</b></p>	<p>Business Analysts a good internal example here.</p> <p>We are focused on providing an internal opportunity in the first instance, e.g. examples of people stepping up into Team Leader positions &amp; Northgate PM role.</p> <p>External secondments have been limited.</p>
<p>Build our employer brand to reflect the organisation we're aiming to become.</p> <p><b>OD</b></p>	<p>Times Top 100 Employer ambition – Pulse Survey completed in July 2020. Competitive survey in March 2021.</p>

## Structure and roles

Action	Update
<p>Develop flexible career pathways and support development programmes and opportunities to support our people develop their careers with us.</p> <p><b>OD/HR</b></p>	<p>L&amp;D Brochure offers a variety of development opportunities for staff, with additional opportunities (based on business need) shared on an ad hoc basis.</p> <p>Gender Pay Gap narrative highlights how flexible approach to development supports diversity. Introduction of Zoom sessions has assisted with this.</p> <p>Increase in career grade posts and competency frameworks noted above.</p> <p>Role families will continue to be developed throughout 2021</p>
<p>Design jobs to reflect the benefits and impact of our digital investment and that enable people to apply their skills, knowledge and behaviours to the best effect.</p> <p><b>HR</b></p>	<p>Transformation restructures have been concluded.</p>
<p>Develop flexible, generic job descriptions supported by role families.</p> <p><b>HR</b></p>	<p>Transformation restructures have been concluded.</p> <p>Case Officer a good example of a flexible but generic role profile.</p> <p>There is some opportunity to develop generic specialist / lead officer role profiles - Role families will continue to be developed throughout 2021</p>
<p>Implement a flatter hierarchy that encourages matrix working and is designed to empower people to make appropriate decisions at the appropriate level.</p> <p><b>HR</b></p>	<p>Transformation restructures have been concluded.</p> <p>e.g. Management Team structure is flatter promotes greater empowerment and decision making at a Lead Officer level.</p>
<p>Support the introduction of technology with training and development programmes that enable and encourage working in a flatter hierarchy.</p> <p><b>OD</b></p>	<p>Staff Hub, Skype and i-trent training all delivered and ongoing, as well as MS Office packages.</p>

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<p>Build flexibility into how we deploy our people.</p> <p><b>HR</b></p>	<p>Development of generic job descriptions, launch of competency framework, and cross training / development focused on behaviours support flexibility.</p> <p>Response to pandemic demonstrates flexibility.</p>
<p>Enhance our job evaluation system with detailed local conventions</p> <p><b>HR</b></p>	<p>No specific update – although you could argue that increased use of market supplements, honorariums, retention payments etc have enhanced the flexibility of our JE system.</p> <p>Local conventions will be designed through 2021 to reflect our approach to evaluating roles</p>

# Performance

Action	Update
<p>Drive a high performance team culture in which individual development and career aspirations are supported and aligned to our behaviours</p> <p><b>HR/OD</b></p>	<p>L&amp;D brochure offers development opportunities for all, aligned to our behaviours. We also fund role-specific training and qualifications to enable professional development/ career progression. In addition OD supports teams with team building and away days.</p> <p>BA process has ensured all staff have a PDP aligned to behaviours.</p> <p>Numerous sessions on performance management and behavioural framework delivered to staff and managers. Next one scheduled for 9<sup>th</sup> April 2021.</p> <p>Also a feature of our “cultural induction” / new starters forum.</p> <p>Recent capability process highlighted importance of behaviours as well as ‘hard targets’</p>
<p>Promote a healthy workplace and support our people to achieve a work-life balance that takes account of individual circumstances and life choices</p> <p><b>HR/ OD</b></p>	<p>Online Zen Fitness on Tuesday lunchtimes</p> <p>Personal Resilience sessions held regularly every year.</p> <p>Wellbeing calls during the pandemic.</p> <p>Chai There - regular social event.</p> <p>Mental Health First Aiders.</p> <p>Support with home working, including home-office set up, promoting greater flexible working, initiatives for working parents.</p> <p>HR drop ins</p> <p>Support and information provided through dedicated section of intranet, F&amp;H Rewards and introduction of Talkhealth.</p> <p>Promoted throughout Management Programme and New Starter forum.</p>
<p>Ensure that our approach to appraisal, reward, recognition and promotion is fair, transparent and understood by all.</p> <p><b>HR</b></p>	<p>Appraisal – BA sessions included a dedicated consultant who could offer support and objective consistency.</p> <p>Reward – JE process and other policies that have been utilised have been created with equality and transparency at the heart.</p>

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	<p>Recognition – Scheme clearly communicated and based on nominations and panel review.</p> <p>Promotion – consistently utilised internal adverts as a means to ensure fairness and transparency.</p>
<p>Develop a contemporary performance management framework, integrating our behaviours, which recognises high performers and also provides challenge and support.</p> <p><b>HR</b></p>	<p>All staff have been assessed against our competency framework and have a PDP based around our behaviours as a consequence. Leads to the opportunity to develop this further.</p>
<p>Introduce opportunities for 360 feedback linked to the behavioural framework.</p> <p><b>OD</b></p>	<p>360 feedback is available to all and promoted in the L&amp;D Brochure. Those doing the ILM L3 Diploma for Managers have 2 lots of 360 feedback incorporated into this programme.</p>

# Reward and recognition

Action	Update
<p>Ensure our remuneration strategies recognise performance and rewards positive behaviours.</p> <p><b>HR</b></p>	<p>Nothing new introduced, but I would acknowledge a greater use of e.g. honorarium system that has e.g. rewarded positive behaviours and contribution during the pandemic.</p>
<p>Align our recognition scheme with the behaviours in order to recognise our people who demonstrate exemplary behaviours and values in their work.</p> <p><b>OD</b></p>	<p>Our Recognition Scheme recognises staff and teams who have demonstrated exemplary behaviours in their work. Three times a year staff can nominate one another based on their behaviours related to one of our 4 core values. In Jan 2021 we introduced the Employee of the Year Award, recognising an employee who has consistently gone above and beyond in all 4 core values.</p>
<p>Continually review and enhance the range of flexible benefits available to our people.</p> <p><b>HR</b></p>	<p>F&amp;H Rewards continues to provide a range of flexible benefits. This will be developed further in 2021.</p> <p>Staff surveys (including TT100) give us the opportunity to review and enhance. We have consistently seen aspects such as flexible working valued highly amongst staff, and this has been enhanced on a number of occasions over the past year.</p>

# Learning and development

Action	Update
<p>Develop career pathways to enable long-term development, progression and succession planning.</p> <p><b>HR/ OD</b></p>	<p>Addressed above.</p>
<p>Review, evaluate and refresh our approach to leadership and management programmes ensuring they reflect our values and behaviours</p> <p><b>OD</b></p>	<p>The revised Manager Development Programme has a series of 15+ short sessions across the year, each mapped to our Behavioural Framework</p>
<p>Develop a pool of coaches and mentors to nurture talent and support performance.</p> <p><b>OD</b></p>	<p>We are building a pool of qualified coaches through running an ILM L3 Certificate in Effective Coaching which started in October 2020. Some coaches will be up and running by April 2021.</p>
<p>Support the sharing of knowledge and ideas through cross-functional teams.</p> <p><b>HR</b></p>	<p>Transformational restructures have now been concluded. Cross functional teams have been created through case management and also in specialist areas. Regulatory Services and ICT &amp; Digital Services good examples here. Integration of Housing service across the council.</p>
<p>Ensure that our people have access to training that enables them to meet the expected standards in their roles by identifying learning needs gaps.</p> <p><b>OD</b></p>	<p>OD &amp; Engagement Manager works with A.Ds and Chief Officers to plan the professional development of their teams and ensure this aligns to our strategic priorities. We also fund a number of professional qualifications centrally, making use of the apprenticeship route where possible to save costs.</p>
<p>Continue to introduce and embed the behavioural framework.</p> <p><b>HR/OD</b></p>	<p>Competency based interview training; transformation competency-based interviews; L&amp;D brochure; recognition scheme.</p> <p>Sessions have been run to support staff understand and prepare for their BA along with related manager sessions. Manager Programme had session on link to performance in Feb 2020 and April 2021.</p>

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<p>Explore and implement options that align with the apprenticeship levy which will enable us to sponsor people through formal qualifications.</p> <p><b>OD</b></p>	<p>Levy-funded qualifications:</p> <p>Many (c15) managers doing ILM L3 Diploma for Managers</p> <p>2 staff doing C&amp;G L3 Diploma for Business Administrators</p> <p>1 Legal Executive doing a Law degree.</p> <p>2 x OD &amp; Engagement Officers doing a L3 L&amp;D Practitioner Apprenticeship.</p>
<p>Provide our people with appropriate learning and development opportunities encompassing commercial awareness, innovation, digital awareness, procurement, commissioning of services and partnership working.</p> <p><b>OD</b></p>	<p>Commercial Awareness (incl procurement) (January 19)</p> <p>Digital Awareness: Encouraging Customers to Self-Serve (August 19)</p> <p>Salesforce and Skype for Business Training planned throughout the Transformation period.</p> <p>Using technology to enable culture change and cost savings (Nov 19)</p>
<p>Produce an annual learning and development brochure that outlines the opportunities available to our people to support them in the personal and professional development.</p> <p><b>OD</b></p>	<p>L&amp;D Brochure published and promoted in June 2019 and Jan 2021.</p>
<p>Produce an annual training plan that reflects our corporate priorities.</p> <p><b>OD</b></p>	<p>Annual training plan worked on with A.Ds and Chief Officers.</p>
<p>Provide appropriate training and development opportunities for our elected members and identify opportunities for co-training with officers</p> <p><b>HR/ OD</b></p>	<p>Extensive Councillor Induction planned and organised by the Chief HR Officer over May-August 2019.</p> <p>Relevant training opportunities for Councillors and Officers promoted as they arise.</p>

# Workforce engagement

Action	Update
<p>Recognise and value engagement and celebrate successes and achievements wherever found.</p> <p><b>OD/HR</b></p>	<p>Weekly newsletter with audio and video content.</p> <p>Intranet Latest News articles have increased dramatically to several a month. These include celebrating successes and achievements:</p> <ul style="list-style-type: none"> <li>- Good news stories</li> <li>- External awards and nominations</li> <li>- Fundraising achievements</li> <li>- Social and Well-being offers</li> </ul>
<p>Ensure meaningful effective communications and more direct engagement with our staff on matters that affect them.</p> <p><b>OD</b></p>	<p>Meaningful communication provided via email updates, staff briefings (online with Q&amp;A), intranet news articles, and 6 monthly GM Newsletter for Grounds.</p> <p>Staff engaged on matters that impact them, e.g:</p> <ul style="list-style-type: none"> <li>- Staff briefing topics</li> <li>- Staff social events</li> <li>- Office move/ location</li> <li>- Home-working</li> </ul>
<p>Continue to work in partnership with our trade unions and staff representatives to develop and evolve our approaches to staff engagement.</p> <p><b>HR/OD</b></p>	<p>SCF continues to provide forum to understand and support engagement.</p> <p>Staff reps re-aligned to work areas to support this.</p>
<p>Continue to develop our rewards, recognition and benefits offer for our people and teams to recognise exemplary behaviours.</p> <p><b>HR/OD</b></p>	<p>Ongoing recognition scheme.</p> <p>E-cards launched in 2020.</p> <p>Addition of Employee of the Year Award in Jan 2021.</p>
<p>Enable more social events to encourage and facilitate a vibrant culture.</p> <p><b>OD/HR</b></p>	<p>Summer Social (online in 2021)</p> <p>Christmas Activity</p> <p>Quiz and bingo</p> <p>Chai There - regular social event.</p>

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# Culture

Action	Update
<p>Promote a culture of accountability and collaborative team working.</p> <p><b>HR/ OD</b></p>	<p>Supported by Transformational restructures (“enabling structures”) and initiatives such as virtual kitchen, new starters forum, manager programme that enhance collaboration.</p>
<p>Empower and challenge staff to achieve excellence.</p> <p><b>HR/OD</b></p>	<p>Team Managers have been given Times Top 100 survey data for their teams and support to enhance engagement in their areas.</p>
<p>Actively engage and empower staff to act within a collaborative culture which encourages innovation and creativity.</p> <p><b>HR/OD</b></p>	<p>As above</p>
<p>Help our people to understand our values and behaviours and the expectations and responsibilities contained within them.</p> <p><b>HR/OD</b></p>	<p>Behavioural assessments and related PDPs.</p> <p>Related sessions on launching the competency framework, preparing for and undertaking a BA, and links to performance management.</p> <p>An absolutely key part of new starters forum, which is effectively a “cultural induction”.</p>
<p>Encourage our people to be adaptable and learn new skills.</p> <p><b>HR/ OD</b></p>	<p>L&amp;D Brochure and programme of activity.</p> <p>Supported by post Transformation restructures.</p>
<p>Encourage an environment of mutual trust, transparent decision making underpinned by values-led leadership.</p> <p><b>HR</b></p>	<p>Management sessions on performance management by output contribute to trust.</p>