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The Chair and Members of Overview
and Performance Scrutiny Forum

Dear Councillor,

AGENDA SUPPLEMENT

Please see attached the documents for the agenda item(s) listed below for the meeting of the OVERVIEW AND PERFORMANCE SCRUTINY FORUM to be held on THURSDAY, 24 MARCH 2022, the agenda for which has already been published.

8. Cabinet Member for Business Transformation and Customers - People Plan (Pages 3 - 88)
9. Cabinet Member for Business Transformation and Customers - Update on Arvato and Kier Transition - Lessons Learnt (Monitoring) (Pages 89 - 104)

Yours sincerely,

A handwritten signature in black ink, appearing to read "Sandy".

Head of Regulatory Law and Monitoring Officer

For publication

People Plan 2019 - 2023

Meeting:	Overview and Performance Scrutiny Forum
Date:	24 March 2022
Cabinet portfolio:	Business Transformation and Customers
Directorate:	Digital, HR and Customer Services

1.0 Reason for inclusion on the work programme

1.1 The purpose of reviewing the topic is to consider the progress of the implementation of the People Plan.

1.2 The objectives of the review are:

- To review the progress of the implementation of the People Plan 2019 - 2023.
- To understand how the People Plan reflects the changes made in the organisation during the Covid-19 pandemic.
- To understand how staff engagement is undertaken within the People Plan.
- To review the progress of the Investors in People delivery plan for year 3.
- To consider how scrutiny can support the development of the Council's new workforce strategy, which will be implemented from 2023.

2.0 Summary

2.1 The council has made very good progress to deliver the ambitions set out in the People Plan 2019 – 2023, whilst also navigating through the coronavirus pandemic. The financial year 2022 – 2023 is the final year of delivery of this strategy and the action plan is currently being developed following receipt of our Investors In People accreditation report. All critical success factors contained within the People Plan

2019 – 2023 are on track to be achieved at the end of the strategy period.

2.2 Since 2017, the Council has used the Investors in People standard as a mechanism to assess the progress which is being made to deliver against our People Plan ambitions and we have worked closely with the organisation to ensure we continuously improve what we do. We value our people and have been ambitious in ensuring that our workforce policies and processes demonstrate this and that everyone within the organisation takes ownership for making them come to life.

2.3 In 2017 the Council was a bronze level organisation, moving to achievement of the silver standard when formally assessed in 2018. Our ambition was to 'go for Gold' at the next formal assessment, due in late 2021.

2.4 During November 2021 to January 2022, the Council undertook the Investors in People assessment and has been credited as a gold standard organisation. Just 17% of organisations are recognised as achieving the gold standard, out of the 15,000 organisations across 75 countries who use the Investors in People standard to measure their progress. This is a fantastic achievement, and we are very proud to have achieved this result.

2.5 As we come into the final year of delivery of our People Plan, work will be undertaken to begin to shape our next workforce strategy. This will be guided by data, legislation and specifically by employee engagement and Investors in People recommendations. Regular progress updates can be provided to members of the Overview and Performance Scrutiny forum as the next strategy is developed.

3.0 Report details

Background

3.1 Chesterfield Borough Council approved its workforce strategy, *Our People Plan 2019 – 2023*, in December 2019. The strategy is attached at Appendix A.

3.2 Its development was informed by a wide range of data, including:

- Local Government Association research completed with the University of Birmingham – The 21st Century Public Servant,
- Investors in People recommendations, following our formal assessment in 2018,
- Employee engagement feedback,
- Internal analysis of gaps in our existing workforce skills, and
- Chesterfield Borough Council employee demographic data

3.3 The People Plan 2019 – 2023 focuses on the development of five strategic priority areas, which, when achieved, will ensure that the Council enables creative, flexible, and productive ways of working and increases the capacity, resilience, and wellbeing of our workforce. The strategic priority areas are:

- Developing great leaders,
- Managing change well,
- Developing capacity and skills,
- Supporting employee wellbeing,
- Recognition and reward.

3.4 Successful delivery of the strategy will be demonstrated by achievement of the following success measures:

- Employee survey response rates increase by 5% or more,
- Improvement in rankings is achieved in six of the Investors in People themes,
- Sickness absence data averages at no more than 8 days per employee,
- Completion of annual action plans.

3.5 Appendix B provides a high-level summary of the activities which have been undertaken to progress delivery of the strategy.

Progress being made to deliver the People Plan

3.6 Each year an action plan is developed which will ensure that the Council is able to successfully deliver against the five strategic priorities set out in the People Plan.

3.7 The action plan which is being delivered in 2021/22 is attached at Appendix C. This plan provides details of the progress which has been made this year to achieve the key actions set out in our People Plan.

Appendix D sets out the channel shift benefits that have been achieved by using digital technology.

Reflecting the changes made to the organisation due to Covid-19

- 3.8 Since 2020, the Coronavirus pandemic has had a huge impact on the way the Council works. Our employees have worked very hard to support our residents and businesses and minimise the negative impacts of the pandemic, as far as is possible. Our passion to deliver great services and support our communities has been at the forefront of this work and our People Plan activities have been updated to reflect the emerging needs of our workforce during this time. Whilst additional actions have taken place, the strategic priorities identified in our People Plan have remained relevant throughout the pandemic.
- 3.9 Like many organisations, we have accelerated the introduction of new ways of working to enable continued provision of our essential services from home.
- 3.10 In addition, many of our workforce have volunteered to support those in our communities who are in greatest need by delivering medicines, food and supporting wider community response teams. New skills have been learned, ensuring that there are effective business continuity and succession plans in place.
- 3.11 To ensure the council was able to remain operational throughout the pandemic a working group - the Resources task and finish group - was established (to include diverse members of the workforce and unions) to lead on the internal response to Covid-19. This group provided the Council's leadership team with recommendations relating to wellbeing, change management, developing capacity and skills and reward and recognition.
- 3.12 Of primary concern over the last 18 months has been the safety and wellbeing of our workforce. Early decisions were taken to ensure our workforce could work from home wherever possible from the start of the pandemic and this has continued throughout. A letter with a personalised message from the Leader and Chief Executive and branded facemasks were issued to all staff at the outset of the pandemic to demonstrate our care for the workforce, together with thanks for their continued support and hard work. The Council has

taken a cautious approach during the pandemic, and this has ensured our workforce has remained safe.

- 3.13 During the pandemic there has been an increased need for strong leadership and clear communication. The corporate leadership team met daily for many weeks, reducing to twice weekly as time moved on. Daily operational team meetings were held to ensure ever changing priorities were met, such as food parcel deliveries, prescription deliveries and burials. Communication channels were improved, and the frequency of management contact increased.
- 3.14 During the pandemic the senior leadership were clear that those staff who were not able to work were treated fairly and that staff would not be penalised for lack of availability of work. The council made the decision to furlough staff where services had closed and took the decision to pay those staff an average of their previous three months' salary at 100%. In addition, all staff who had variable payment roles were also paid an average of the previous three months' salary.
- 3.15 During the pandemic over 160 staff were transferred back into the council from outsourced providers and as gesture of goodwill the lowest paid staff were aligned to the council's voluntary living wage rate on transfer.
- 3.16 An employee assistance programme was procured so that staff members had access to counselling and financial advice 365 days a year 24/7 as a communication survey highlighted this was a concern for staff. The Mental Health First Aid programme was also launched early so that we could provide support and guidance in the workplace. Recognising that Elected Members also needed support during the pandemic, a referral process for Occupational Health support was also made available.
- 3.17 In recognition of the huge change in working practices at the outset of the pandemic, the Council quickly worked in partnership with a provider to deliver on-line training around new ways of working for managers. We hosted a series of webinars with 'People, Impact and Change' to assist our managers with the changes they were experiencing, including:
- Successful remote working
 - Effectively navigating change

- Engaging others remotely

70 managers took part in the three webinars and the feedback was excellent.

3.18 The Council was also able to access a suite of webinars free of charge from NHS Commissioning, Communities and Policy. These were delivered by the **Art of Brilliance** team. 29 staff attended this training. Feedback from attendees identified the need for them to prioritise personal wellbeing and focus on gratitude, personal reflection, and motivation for personal growth.

3.19 Manager's seminars are now regularly delivered on-line and attendance has increased. The Council invites team leaders and supervisors to participate in the sessions. The seminars are recorded and put onto aspire with any supporting information such as slide presentations. Topics covered over the last year have been Covid-19 related in the main. Feedback suggests the topics covered are useful and relevant to managers

Employee engagement feedback

3.20 The Council has several different ways that employee feedback is obtained.

3.21 At its most basic level, regular two-way feedback is sought through PDR and monthly performance discussions held with individual employees. Feedback is also obtained at team meetings.

3.22 Annually, an employee survey (or the survey completed by Investors in People on behalf of the Council) is completed and this provides the leadership team with oversight of employee engagement levels across the organisation and at service level. Survey questions remain static, enabling trends to be identified. A survey was not completed in 2020 because of the additional workload generated by the coronavirus pandemic.

3.23 The latest employee engagement survey was completed in December 2021, when the Investors in People survey was completed. The online survey results benchmark favourably with the last assessment (completed in 2018), with most indicators 0.2 – 0.4 points above the

2018 survey. Results of the survey are detailed in Appendix E of this report.

- 3.24 Targeted surveys are often also completed to explore specific areas of concern. Recognising the impact of the pandemic and the impact of remote working for many, a communication survey was undertaken in 2020 to understand what changes/support mechanisms were needed in the organisation. From this, a weekly manager bulletin was developed to improve speed and consistency of communications and this has been delivered throughout the last 18 months to cascade core messages to all staff. In addition the monthly manager seminars have continued to be held during the pandemic and the channel shift to Microsoft Teams has enabled the invite to be extended to include all teamleaders and for the meetings to be recorded and published on the intranet.
- 3.25 The Communications survey achieved a high number of responses (561) and enabled communication methods to be targeted in different ways e.g., weekly manager bulletin for cascade, further action taken on DSE risk assessments and further action taken on the distribution of equipment. Various blogs were also written by our HR Business Partners, to share stories and coping strategies. The Chief Executive video messages were also tailored to address staff concerns.
- 3.26 Of the 561 responses received, 88% of staff said they were having daily communication with their manager, 65% said they were getting information via emails, 83% were getting information from their line manager and 62% are getting information from aspire. 90% of respondents said they knew how to raise concerns relating to covid.
- 3.27 Two further employee engagement surveys have been undertaken in 2021. The first survey asked our people to tell us their views on work location, post pandemic. This data is helping to shape a hybrid working solution for Chesterfield Borough Council.
- 3.28 The second survey was an early Investors in People assessment, completed for those staff working in the contact centre who had TUPE transferred into the council in January 2021 and where it was recognised on transfer that low morale existed. Employee improvement plans have been developed following this survey and improvements have been seen in the latest survey results.

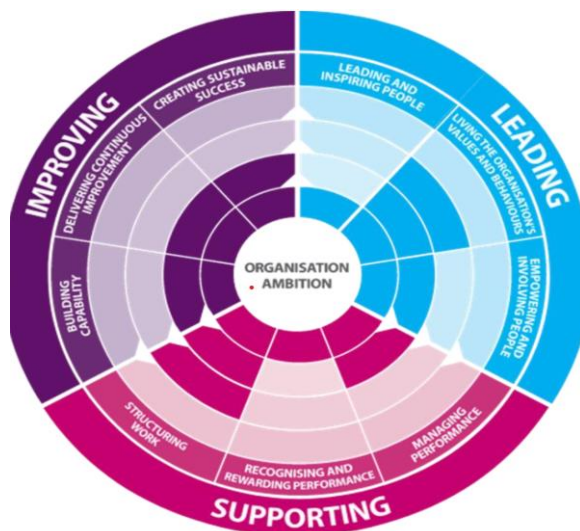
Reviewing our progress against the Investors in People standard

3.29 Chesterfield Borough Council has been assessed as a Gold Standard organisation in the latest Investors in People assessment. The report which details the findings from the assessment is provided at Appendix E.

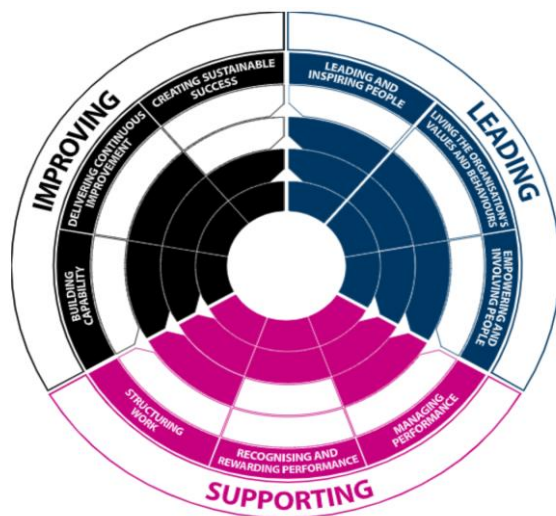
3.30 Diagram 1 below demonstrates the progress which has been made in each of the nine standards from 2018 to 2021. Each wedge of the wheel represents a criterion of assessment and each of the coloured blocks shows the level of maturity which has been achieved, moving outwards from the centre as the organisation reaches greater maturity. Our People Plan ambition was to achieve progress in 6 of these sections by 2023. This has been achieved.

3.31 Diagram 1

Heatmap 2018



Heatmap 2021



- 3.32 Recommendations for areas of further development have been provided by the Investors in People assessor. These can be found in Appendix E, at pages 6 – 8 of the report.
- 3.33 These recommendations will be used to develop the final action plan and to inform the shape of the next workforce strategy. Strategic reviews of our progress against the Investors in People standard will take place in 12 and 24 months, with reaccreditation taking place in 2025.
- 3.34 Service managers will now be provided with the details of their survey results and will develop improvement plans with clear actions to address the areas that our people have told us need to improve. This work will be supported by HR Business Partners.

4.0 **Potential barriers**

- 4.1 The Council has already made good progress in delivering the actions set out in the People Plan 2019 – 2023. Few barriers are expected.
- 4.2 Nationally, work is underway to review pay scales, so that the Chancellor's target National Minimum Wage of £10.70 by 2024 can be achieved. Any work that Chesterfield Borough Council completes to develop a reward and recognition strategy will need to be cognisant to the external national negotiations which are underway. The Council is working closely with East Midlands Councils to keep abreast of national thinking.
- 4.3 Many of our HR policies are due to be refreshed and this may result in recommended changes to existing policies. The speed in which these can be reviewed and implemented will be impacted both by Trade Union availability and HR Business Partner availability. The Trade Unions are working in partnership with the HR team to implement the refresh in a timely manner. Those policies which are heavily in use will be prioritised for review.

5.0 **Future Plans and areas for scrutiny involvement**

- 5.1 Work will begin on development of the next workforce strategy during 2022, and scrutiny members could support this activity by providing feedback as the strategy is defined.

5.2 Scrutiny members may also wish to keep oversight of the Council's performance against the newly developed People Plan.

6.0 Implications for consideration

6.1 The People Plan underpins the successful delivery of the Council Plan.

6.2 There are no additional financial implications created by the People Plan 2019 – 2023. It is expected that the new workforce strategy will include a review of pay and reward, so that changing pay legislation relating to the National Minimum Wage can be met.

6.3 Training and development activities are funded by a centralised training budget which is set annually. Learning and development needs are prioritised by the Corporate Leadership Team to ensure that funding levels remain appropriate.

6.4 The People Plan supports skills development internally and externally in the Borough, by using apprenticeships, the Kickstart scheme and by working in partnership with schools.

6.5 It is proposed that the future delivery of the People Plan will be governed through the Council's Organisational Development Programme. A separate report will shortly be provided to Cabinet to provide more information on content of the proposed Organisational Development programme.

Document information

Report author
<i>Rachel O'Neil, Service Director – Digital, HR and Customer Services</i>
Background documents
These are unpublished works which have been relied on to a material extent when the report was prepared.

Appendices to the report	
Appendix A	People Plan 2019 - 2023 summary document
Appendix B	High level achievements
Appendix C	Annual progress against delivery plan
Appendix D	Channel Shift progress
Appendix E	IIP accreditation findings

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People Plan 2019-2023



CHESTERFIELD
BOROUGH COUNCIL

Foreword

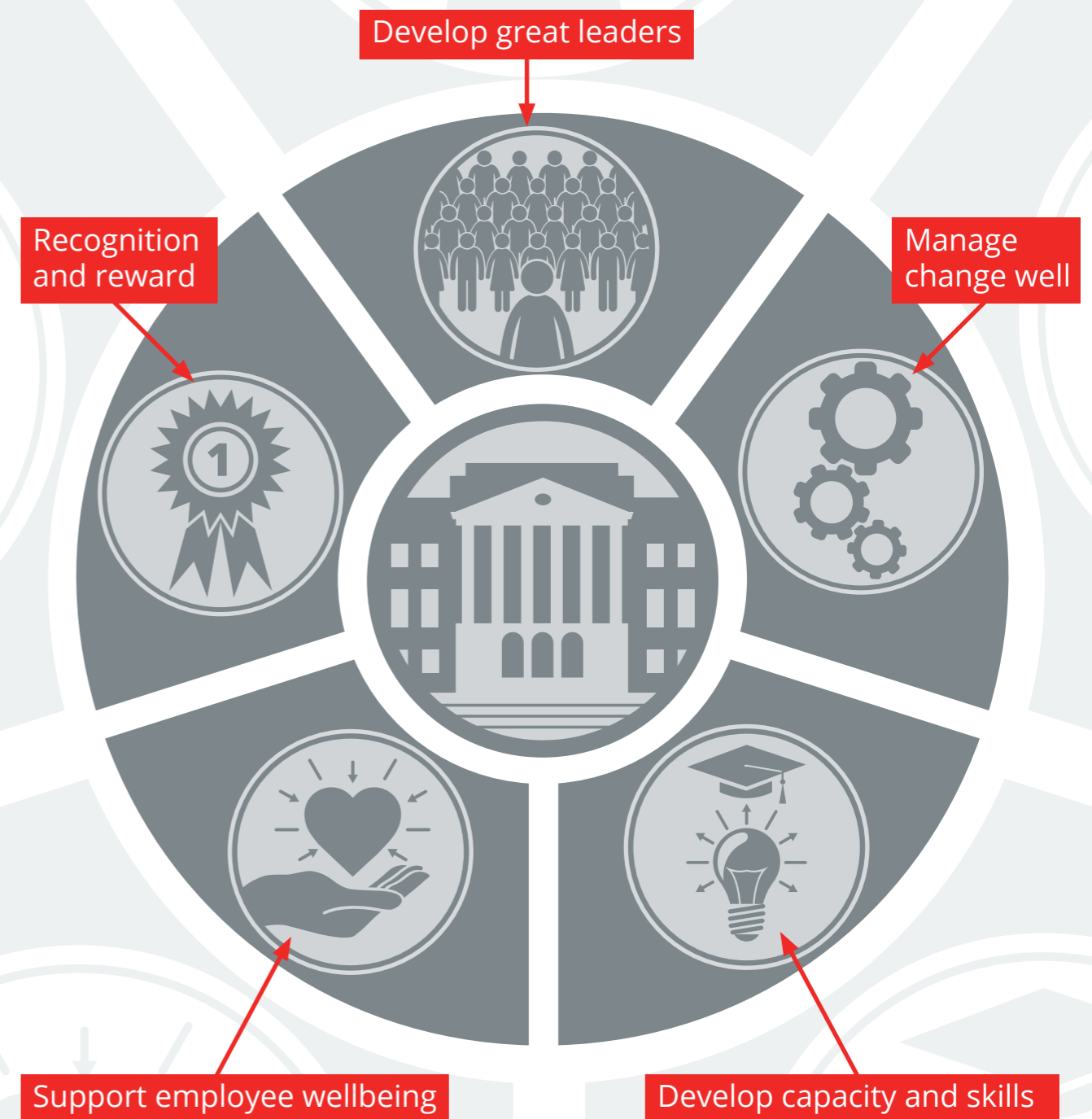
Our workforce is our most valuable asset and our success is highly dependent on the skills and commitment of our employees.

Despite experiencing a reduction in funding, we are still committed to investing in the training and development of our staff - improving engagement, setting high expectations and developing strong leaders who are engaged with the workforce and driving continuous improvement. We have recently launched our new Council plan, and alongside this we have reviewed and refreshed our People Plan to ensure it supports successful delivery of our priorities.

We are proud to have achieved Investors in People – Silver. This recognises the work we have already done. We are also proud to be one of only three local authorities to meet our apprentice targets, in line with our commitment to Chesterfield becoming an Apprentice Town.

Our refreshed People Plan builds on the good work we have already achieved and sets out the steps we will take to build a high-quality workplace, where our employees can grow and contribute to their best potential. It provides a framework which will enable creative, flexible and productive ways of working and will increase the capacity, resilience and wellbeing of our workforce. This will ensure that we continue to deliver great services to our residents, businesses and visitors.

Our strategic priorities for people 2019-2023





Develop great leaders

What this looks like:

- Expectations of leaders at all levels are made clear and consistent standards applied
- Leaders at all levels are held accountable for delivering outcomes
- Leaders are supported to deliver within their role and progress within the council
- Leaders develop new skills and are valued for the way they lead their teams

What we have done:

- Developed a competency framework to set out expectations of what 'good' looks like for all levels of employees
- Established generic corporate objective headings for Performance and Development Reviews (PDR) to ensure consistency of performance across the council
- Made changes to the PDR process to ensure managers are able to recognise and reward high levels of performance and tackle the causes of underperformance
- Used apprenticeships to support leadership development providing opportunities for progression and support within roles

What we will do:

- Further develop the competency framework to ensure it resonates with the needs of the 21st century council and future roles e.g. 'dispersed leadership' and support this with a toolkit of practical advice and guidance to support our employees.
- Develop our leaders to become great leaders
- Work with managers to develop succession plans that address our skills shortages and increase our flexibility and resilience
- Assess our workforce to identify future leaders using the 9 box grid and develop them appropriately
- Design and implement a new leader induction programme to ensure new entrants or promotees have the skills and knowledge to succeed
- Introduce 360 degree feedback and peer review to help our leaders development journey
- Analyse PDR data to ensure consistency of approach and markings and coach leaders on 'quality' discussions, supporting them to take action where appropriate to address underperformance



Manage change well

What this looks like:

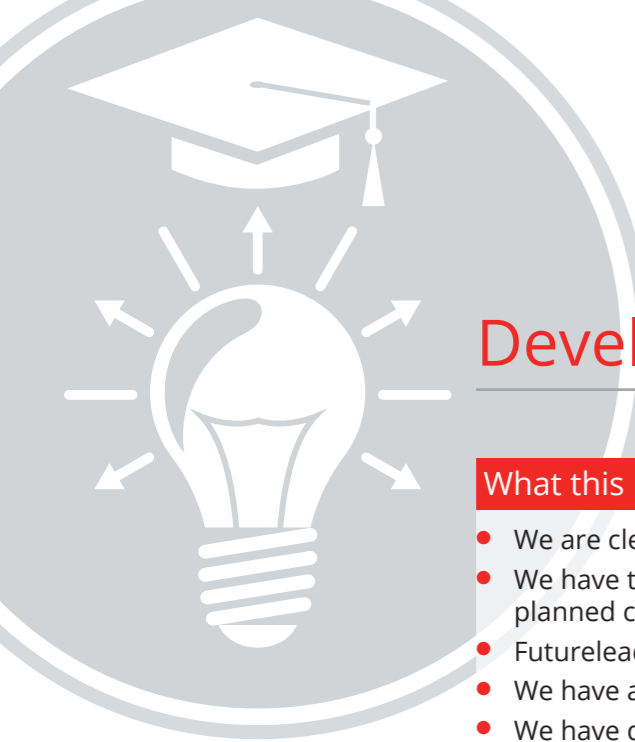
- We work together to innovate and develop joint solutions
- We use technology to support improved delivery.
- We look at different models of service delivery
- Employees are engaged well, kept informed and involved in change and are 'change ready'.
- We use best practice tools and methods to manage and deliver change
- We evaluate change and celebrate success
- We will empower our leaders

What we have done:

- Embarked on an ICT and digital improvement transformation programme to enable the council to better meet and anticipate the needs of our customers
- Invested in new technology to enable employees to work in agile ways that increase resilience and accessibility
- Developed a programme of engaging seminars/conferences to involve leaders at all levels in the delivery of council priorities
- Completed phase one of the Town Hall renovations and moved teams back to realise budget savings on office rental

What we will do next:

- Deliver a phased review of services to see where digital can make efficiencies
- Review different organisational structures to enable the council to continue to deliver services efficiently once outsourced services are transitioned back in house
- Review job roles to move to a more outcome focused way of working to produce efficiencies and more joined up service delivery
- Provide change management training and tools for managers to prepare their teams for change
- Engage staff on the people aspects of ways of working e.g. remote working and agile working, training leaders to work differently
- Encourage a culture of continuous improvement (CI) and challenge by including CI standard item on the agenda of team meetings.
- Develop a culture change programme that resonates with the changing expectations of and by the workforce



Develop capacity and skills

What this looks like:

- We are clear on the future skill needs of the workforce
- We have the right people with the right skills in the right places based on planned careers and effective recruitment
- Future leaders will be identified, developed and supported.
- We have a flexible workforce able to respond to a changing environment
- We have development that supports organisational and individual needs
- We have effective recruitment processes that attract a diverse range of candidates

What we have done:

- Rolled out Apprenticeships throughout the council, enabling career progression and development
- Implemented career grades for hard to recruit roles e.g. planning; audit;
- Implemented an online learning platform incorporating annual appraisal to increase access to learning and increase accountability and transparency
- Delivered training on employment policies and a wide range of soft skills e.g. conflict management; customer service; first aid;
- Training budgets have been centralised and spend approved based on a needs analysis process to ensure funds distributed more fairly across the organisation

What we will do:

- Develop an 'aspiring senior leaders programme' incorporating appropriate skills for the future e.g. commercial skills, partnership working, working with members, digital skills
- Implement a coaching and mentoring programme to support leaders to develop different approaches and share best practice
- Develop a programme of manager seminars that encourage networking and sharing of best practice, evaluating their impact on a regular basis
- Continue to implement the apprentice programme across the authority, using the apprentice levy to fund suitable courses. Implement clear career pathways using the apprentice programme for both the existing workforce and new employees, working with partners to promote Chesterfield as an Apprentice Town
- Wherever possible we will identify a career path for each role to promote internal development and growth and aid employee retention
- Implement 'career pathway conversations' available to all staff to discuss their aspirations and explore the options available to them



Support employee wellbeing

What this looks like:

- Staff feel valued and supported and achieve a healthy work-life balance, with access to Occupational Health provision and supportive employment policies e.g. flexible working, agile working, flexible retirement.
- Absence levels reduce as a consequence of the measures in place
- Employee satisfaction with the council as measured through the employee survey increases
- Vacancies are filled quickly to ensure minimum impact on teams
- Staff feel proud to work for the council
- Leaders are trained to understand complex health conditions and understand how to support employees to remain in work e.g. mental health conditions, hidden disabilities.

What we have done:

- Provided access to Occupational Health services including counseling and physiotherapy and have increased the budget for OH provision by over 50% to meet the increased need for access to services
- Re-tendered the OH contract to provide an effective service that provides value for money
- Established a health and wellbeing partnership which promotes proactive health management e.g. yoga, mindfulness, health checks.
- Signed up to the Dying to Work charter and enhanced support to those with terminal illnesses
- Revised Absence Management policy to ensure it supports management and employees
- Continued to run annual employee surveys

What we will do:

- Develop a health & wellbeing plan that incorporates all the support available to employees including the development of a Mental Health First Aid programme to increase support provided to those suffering from mental health issues
- Make training on mental health issues, absence management and stress management mandatory for all managers throughout the organisation
- Transition staff from Arvato and Kier into the organisation ensuring they are supported and informed throughout the process to enable a smooth transition back into the council
- Review Managing Stress at work policy and procedure to ensure it supports employee wellbeing and increases resilience
- Develop employee survey action plans with staff to address the key issues that affect them at work
- Develop and monitor key performance metrics e.g. time to recruit to ensure vacancies are filled as quickly as possible to address staffing shortages and reduce pressure on existing workforce



Recognition and reward

What this looks like:

- The council is able to attract and retain talent through the innovative use of its pay and reward systems
- Staff feel that their contribution to the organisation is recognised and rewarded appropriately
- Employee survey results demonstrate a culture of praise and recognition
- Teams feel valued and inspired to deliver and enjoy coming to work
- Employees feel satisfied with the council as an employer and are proud to be an advocate of the council

What we have done:

- Celebrated the success of our apprentices at manager's seminar and through local press
- Chosen a diverse team for the East Midlands Council Local Authority Challenge to give opportunity to all
- Implemented Voluntary Living Wage prior to review of NJC pay scales in 2019 to ensure the lowest paid staff benefited from the growth in the area

What we will do:

- Develop a recognition and reward strategy that includes a range of options to ensure we develop a culture of recognition and reward and that we offer flexible reward packages to compete with other sectors
- Continue to develop our managers to improve engagement and satisfaction of their staff
- Review Arvato/Kier terms and conditions to ensure transferring staff have appropriate compensation
- Develop scope for review of red book terms and conditions
- Analyse gender pay gap reports and make recommendations on a range of options to address the gap
- Continue to support managers to find innovative ways to communicate with their teams
- Analyse exit interviews to understand why staff leave and take action to address the issues raised.

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Our People Plan, IIP and Employee Engagement

- 2021 high level overview



What have we done to develop our workforce and improve engagement?

- We have developed and introduced the competency framework which focuses on the behaviours we expect from staff at all levels.
- We have redesigned our job descriptions to ensure that jobs roles are clear and that there is consistency across the organisation.
- We have developed and introduced our employee performance management framework - including
 - online Performance and Development Reviews,
 - regular one to one conversations with the employee
 - coaching on performance management, including setting objectives and managing sickness
- We have implemented an HR Business Partner model, so that Service Managers are consistently supported
- We have restructured the Corporate Leadership Team and strengthened capacity at Service Manager level to ensure we have the capacity to deliver our future ambitions



What have we done to develop our workforce and improve engagement?

- Our learning and development offer has been strengthened

- We have recruited a Learning and Development manager who is able to deliver in house training
- We have implemented e learning to enhance the training we can offer staff
- We have delivered specialist training programmes in Leadership and Management, People – Impact - Change, and the ‘Art of Brilliance’,
- We have delivered career pathway conversations
- We have delivered coaching to our middle managers through our HR Business Partners
- We have implemented a mentoring programme

- We have developed a strong apprenticeship programme

- 39 apprenticeships have been completed in the last three years
- 34 apprenticeships are underway,
- Our apprentices are progressing within the organisation
- We have been recognised as a top 100 apprenticeship employer



What have we done to develop our workforce and improve engagement?

- Our communications have become more frequent and varied
 - Managers seminars
 - Managers briefings
 - Elected member briefings
 - Leader and Chief Exec all staff letters and briefings
 - Aspire updates
 - Regular bite sized surveys to 'test the temperature' on specific areas
 - Regular communication between elected members and officers
 - Service director communications
- We have supported our staff effectively through the Covid -19 pandemic
 - Staff who were furloughed received 100% salary
 - Resources group implemented to ensure processes were in place to keep our staff safe
 - Critically Extremely Vulnerable and Vulnerable staff were supported to stay at home
 - Employees were enabled to work from home
 - Close joint working with the unions throughout the pandemic
 - Low levels of RIDDOR reportable cases
 - We have checked in with staff regularly to gauge how they were feeling



What have we done to develop our workforce and improve engagement?

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- We are approaching restructures differently
 - We have held early conversations with the workforce when undertaking our housing reshape, prior to developing structures, ensuring positive engagement
 - We have developed principles around spans of control and decision making accountability, so that our workforce is empowered to deliver services well
- We are focusing on supporting the health and wellbeing of our staff
 - We have launched an Employee Assistance Programme
 - We have trained 27 Mental Health 1st Aiders across the organisation
 - We have a well used occupational health service
 - Our sickness absence rates have reduced over the last three years
- We are working closely with our Trade Union colleagues
 - We have signed a partnership arrangement with the trade unions and have a good working relationship with them

Some key metrics to demonstrate success

- We have moved from the lowest IIP rating in 2017 up to silver in 2018 and then gold in 2021
- The overall Investors in People score we achieved in January 2021 was 687. This compares well against the average industry score (public sector) which is 679.
- Sickness levels have reduced from 5% to 3.5% per annum
- The number of employees 'exceeding performance' at PDR has increased to 16%
- Participation in staff surveys is increasing year on year and has increased by 5% over the term of the strategy
- Use of honorariums has increased from 11 – 20 per annum, demonstrating we are capitalising on internal capability
- PDR completion rates are increasing despite the challenges faced during the pandemic
- Investors in People employee engagement scores have risen in every indicator since 2018.

People Plan 2019 – 2023

Delivery plan for 2021/22

Priority 1 - Develop great leaders

What success looks like - Leaders at all levels of the council make the organisation's objectives clear. They inspire and motivate people to deliver and are trusted by people in the organisation.

What will we do?	What difference will it make?	Progress
<p>Page 27</p> <p>Work with managers to develop succession plans that address our skills shortages and increase our flexibility and resilience</p>	<p>Risks to service delivery will be mitigated and careers opportunities will be enhanced</p>	<p>Workforce succession plans have been developed which focus on ensuring that service resilience is achieved throughout the Covid-19 pandemic. This has resulted in many members of our workforce receiving additional training in key areas such as administering Covid-19 grants and reliefs, providing support to bereavement services, supporting customer services delivery, and providing support to community activities such as food parcel delivery and medicine delivery.</p> <p>The Government Kickstart initiative has been introduced to provide wider skills support to twelve young people whilst also aiding succession planning within the Council's contact centre. It is extremely likely that many of these young people will be offered permanent positions within the Council once the Customer Services function is reshaped early in the 2022/23 financial year.</p> <p>Apprenticeships continue to be used to support succession planning, with the Council achieving recognition as a top 100 Apprenticeship provider. 34 apprenticeships are underway.</p>

<ul style="list-style-type: none"> Assess our workforce to identify future leaders using the 9- box grid and develop them appropriately Analyse PDR data to ensure consistency of approach and markings and coach managers on 'quality' discussions, supporting them to take action where appropriate to address underperformance 	<p>Retain valuable employees by providing enriching development opportunities and career progression</p> <p>Employees feel that performance management processes are fair and transparent as evidenced by the employee survey; Performance across the organisation improves; employee satisfaction with managers improves</p>	<p>The 9-box grid process has been implemented across services and 35 development plans are in place to accelerate the learning opportunities for identified staff. Honorarium opportunities, project involvement, specific learning and development and continued use of internal apprenticeships have enabled positive progress to be made.</p> <p>PDR's have been reviewed and refreshed to simplify the process and to include an overall rating of performance. Further continuous improvements will be implemented during 2022/23 as we learn from employee feedback as to what is adding value to the PDR conversation.</p> <p>Measuring and assessing performance was a top 5 theme in our Investors in People assessment, scoring 0.1 above the Investors in People average and 0.5 above our 2018 survey results. This reflects the coaching and support that has been given to our leaders to help them manage performance effectively and have meaningful conversations with people.</p> <p>Some members of our workforce have told us that they would like us to consider how our reward and recognition methods can better support 'high' performance and better reflect 'lower' performance. We will investigate this during 2022/23.</p>
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Priority 2 – Manage change well

What success looks like – Change within the organisation is managed well, staff are engaged, positive and 'change ready'. Lessons are learned and employee survey results indicate improved satisfaction with the way change is managed.

What will we do?	What difference will it make?	Progress
<p>Page 29</p> <ul style="list-style-type: none"> Through our OD approach, continue to review services to see where digital can make a difference, providing detailed before and after road maps engaging teams throughout the digital transformation Review different organisational structures to enable the council to deliver services on a reduced budget Continue to review job roles to move to a more outcome focused way of working to produce efficiencies and more joined up service delivery 	<p>Staff will have full ownership of the processes and changes and will embrace new ways of working</p> <p>The structure will support delivery of services in new ways fully utilising digital technology –</p> <p>Focus on outcomes and behaviours will enable managers to recruit the right people for roles and develop existing staff</p> <p>The workforce will be supported through the transformational change that is being</p>	<p>Good progress is being made to deliver the ICT improvement programme and channel shift remains on track (see Appendix D). Service areas are engaged in digital design and delivery and own the processes which are developed. The proposed new organisational development approach will ensure that service areas continue to review how digital improvements, alongside other areas for improvement can be made, identifying future projects for inclusion in the OD Programme.</p> <p>Service redesign continues across all directorates. A review of Tier 4 of the organisation has been completed. Training has been provided by the Local Government Association on a tool, known as Decision Making Accountability which can aid structure development by simplifying spans of control and management layers. This ‘tool’ has been used to support directorate reshapes in Housing and Customers, Revenues and Benefits. The overall FTE count across Chesterfield Borough Council has reduced by 20.12 FTE from Jan 21 to Mar 22.</p> <p>The Job Description template has been reviewed and updated to include the competency framework and outcome focused outputs. The HR business partners are working with managers to break down silos and ensure that processes are developed which are joined up across the Council. Key areas of focus during 2021 have been related to the Tier 4 restructure and the Housing reshape, with work currently underway to review the ASB policy, reshape Revenues and Benefits and join up Communications and Marketing activity.</p> <p>Change management training is provided to staff as digital technology programmes are initiated. HR business partners</p>

<ul style="list-style-type: none"> • Provide change management training and tools for managers to prepare their teams for change • Engage staff on the developments to new ways of working post-pandemic e.g. hybrid working, training managers and staff to work differently • Encourage a culture of continuous improvement (CI) and challenge by including CI standard item on the agenda of team meetings. 	<p>implemented and can learn from successes and from mistakes.</p> <p>The organisation nurtures innovation and acts quickly to encourage new ideas.</p>	<p>act as a ‘critical friend’ to service areas as change is implemented. Lessons learned activity is also completed so that we can learn from our successes and mistakes. Webinars and managers bulletins have been regularly delivered throughout the Covid-19 pandemic, ensuring that the workforce feels supported. This work has been positively reflected in our Investors in People assessment.</p> <p>Ongoing support, regular training and regular engagement has been provided to the workforce whilst we have been working remotely during the pandemic. A ‘hybrid working’ project has now been initiated to shape our new ways of working as we emerge from the coronavirus pandemic. This project will form part of the Council’s OD programme and will continue into 2022/23.</p> <p>77.8% of our workforce agree with the statements in the Investors in People survey. Staff recognise that they are asked for ideas for improvement in their PDR’s and team meetings and that collaboration and sharing of good practice was a regular feature of how the organisation operated. The new Organisational Development approach which has been developed will provide more ‘structure’ to this process and will enable easy identification and communication of success.</p>
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Priority 3 – Develop capacity and skills

What success looks like - People’s capabilities are actively managed and developed. This allows people to reach their full potential and ensures that the organisation has the right people at the right time for the right roles.

What will we do?	What difference will it make?	Progress
<ul style="list-style-type: none"> • Develop a programme of manager seminars that encourage networking and 	<p>Managers will have a safe space to grow and develop and</p>	

<p>sharing of best practice evaluating their impact on a regular basis</p> <ul style="list-style-type: none"> Continue to implement the apprentice programme across the authority, using the apprentice levy to fund suitable courses. Implement clear career pathways using the apprentice programme for both the existing workforce and new employees, working with partners to promote Chesterfield as an Apprentice Town 	<p>share best practice, working collaboratively on shared problems and being involved in decision making processes</p> <p>Workforce access more development; employment opportunities for young people in the Borough; partnership working with other providers and colleges; supports strategic priority</p>	<p>Manager seminars have been developed and delivered throughout 2021/22. These have been recorded and made available for all staff. Some manager working groups have been implemented – e.g. resources group, community wellbeing group, procurement, asset management – and this approach will continue into 2022/23</p> <p>Chesterfield Borough Council has continued to implement the apprentice programme, sourcing apprenticeship needs through our annual PDR process. Managers have been working with HR Business Partners on succession planning and the place of apprenticeship training in this planning. We continue to promote apprenticeships throughout the council; at managers seminars, workshops, team meetings and conferences and we will continue to take an ‘apprenticeship first’ approach to our recruitment. As the standards develop and further new standards are released, we will align these to our internal development offer.</p> <p>We have launched a virtual skills and careers platform, My Future , www.myfuture.org.uk to provide individuals, especially 16 -24 with continued access to careers information and employment support. Chesterfield Borough Council are leading the project, working in conjunction with D2N2 Careers Hub and Destination Chesterfield. Essentially the platform is a virtual exhibition that is 3D and 360°. The exhibition hosts up to 100 pods where businesses, local councils and training providers have the opportunity to showcase career and progression opportunities.</p> <p>Under the Apprentice Town initiative and to support economic recovery we have established a Chesterfield Provider Network that sees all Apprenticeship providers in Chesterfield come together on a 6-weekly basis. The network provides a platform for provider activity to align with</p>
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Continue to provide career pathway conversations and make available to all staff to discuss their aspirations and explore the options available to them

Staff are clear on the career options available to them and can develop within the council, receiving informal advice and guidance in a safe environment.

Growth and Recovery plans and for a co-ordinated approach to the development of apprenticeships across the borough.

As part of the Staveley Town Deal project and in partnership with developers we have developed a Construction Skills Hub, offering opportunities to our own apprentices to complete practical tasks as part of their apprenticeship which may be difficult in the real time workplace and enable recruitment needs to be filled in the local area.

We have recruited 12 customer service assistants to work in our contact centre through the Government's Kickstart initiative.

We continue to celebrate the success of all our apprentices with the presentation of Chesterfield Borough Council Achievement certificates and have regularly celebrated our apprentices and their achievements; during lockdown we have promoted videos, blogs and case studies on our apprentice successes to showcase the diversity of the CBC apprenticeship programme. We encourage our apprentices to become apprentice ambassadors and take part in events in the borough such as Round Table Meetings and partner with local schools.

Career pathway conversations are available through our Learning and Development offer. They have been helpful for some staff to identify how their careers can progress, without the direct involvement of the employee's manager. In some instances, these conversations have enabled retention of employees who may have considered leaving the organisation. Take up of this offer has been low but has resulted in valuable feedback for both employee and employer.

What success looks like - Staff feel valued and supported and achieve a healthy work-life balance and work related absence levels reduce as a consequence of the measures in place

What will we do?	What difference will it make?	Progress
<p>Page 33</p> <ul style="list-style-type: none"> Develop a health & wellbeing plan that incorporates all the support available to employees including the expansion of the Mental Health First Aid programme, which supports the council's wider health and wellbeing strategy Make training on mental health issues, absence management and stress management mandatory for all managers throughout the organisation Review Managing Stress at work policy and procedure to ensure it supports employee wellbeing and increases resilience As a result of the IIP assessment in January 2022, review employee survey action plans with staff to address the key issues that affect them at work e.g. workload, communications, feeling valued 	<p>Staff will be clear on the support that is available to them to help them manage their health and wellbeing</p> <p>Managers will be clear on the appropriate policies and tools to use to support their staff</p> <p>Employees feel the stress policy helps them manage their stress and increase resilience</p> <p>Employee survey results improve year on year</p>	<p>This plan is in development and will be implemented in 2022/23. The mental health first aid programme has been expanded. An employee assistance programme is available so that staff have access to counselling and financial advice 365 days a year 24/7 as the communication survey completed in 2020 highlighted this was a concern for staff. Recognising that members also needed support during the pandemic, a referral process for Occupational Health was also made available.</p> <p>Mandatory training has been provided to managers on absence. Further training is being developed to support suicide prevention and mental health issues. Once fully defined, this will be made available to all managers.</p> <p>This policy is being reviewed currently.</p> <p>These meetings will take place in April 2022.</p>

<ul style="list-style-type: none"> Review key employee performance metrics e.g. completion of casework, time to recruit to ensure vacancies are filled as quickly as possible and cases completed quickly 	<p>Vacancies are filled more quickly; casework is completed more quickly and speedy resolutions achieved to reduce stress on employees.</p>	<p>Metrics are in place and performance is being monitored and reported to service director on a monthly basis.</p>
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Priority 5 – Recognition and reward

What success looks like - Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best

<p>What will we do?</p>	<p>What difference will it make?</p>	<p>What difference will it make?</p>
<p>Page 34</p> <p>Develop a reward and recognition strategy that includes a range of options to ensure that we offer a flexible reward package to compete with other sectors and that we develop a culture of recognition and reward</p> <ul style="list-style-type: none"> Review Red Book terms and conditions providing options for senior leadership team to consider Analyse gender pay gap reports and review existing action plan making recommendations on a range of options to address the gap 	<p>Employees are recognised and rewarded for high performance and staff members are motivated to perform to the best of their ability.</p> <p>Informed decisions can be made on whether to pursue a full review</p> <p>Gender pay gap reduces; council becomes employer of choice</p>	<p>This activity has been paused to allow national negotiations relating to pay to be completed</p> <p>The review is in progress. Legal advice is being sought on the full range of options available and this will be shared with senior leaders once implications are fully understood.</p> <p>The gender pay gap reports are produced on an annual basis and actions plans are implemented. Progress against this area is reported to elected members and to central government</p>

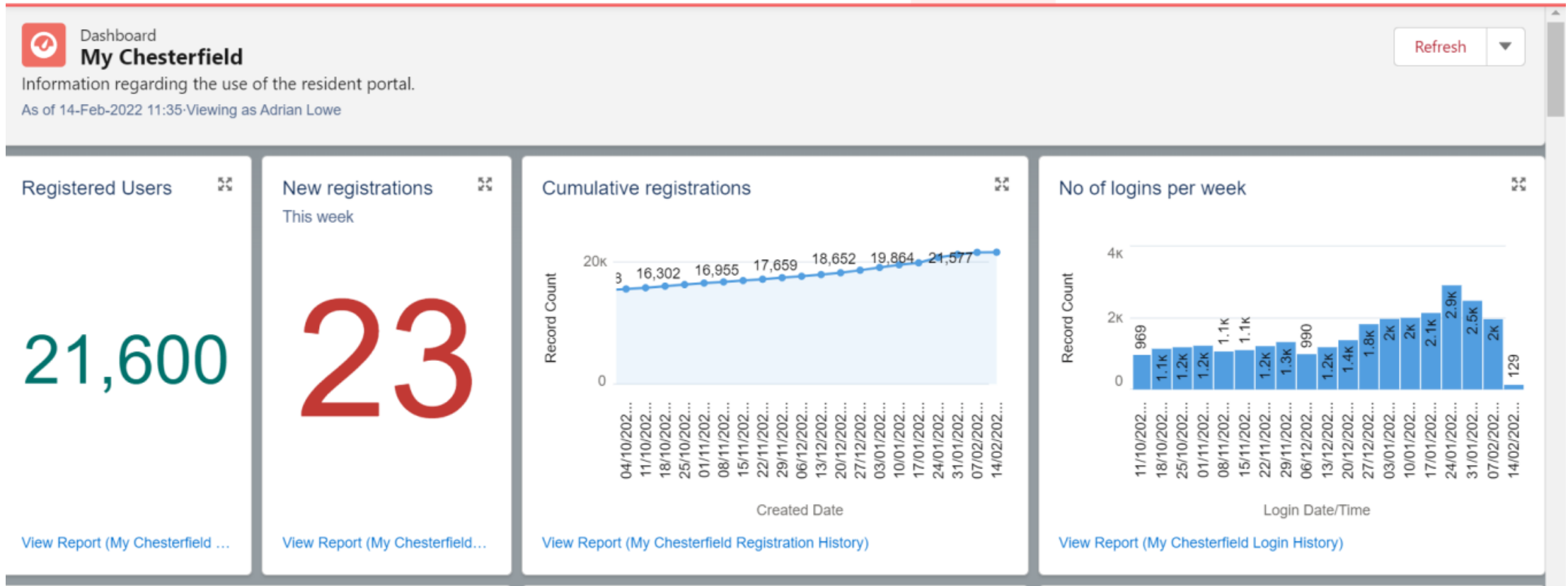
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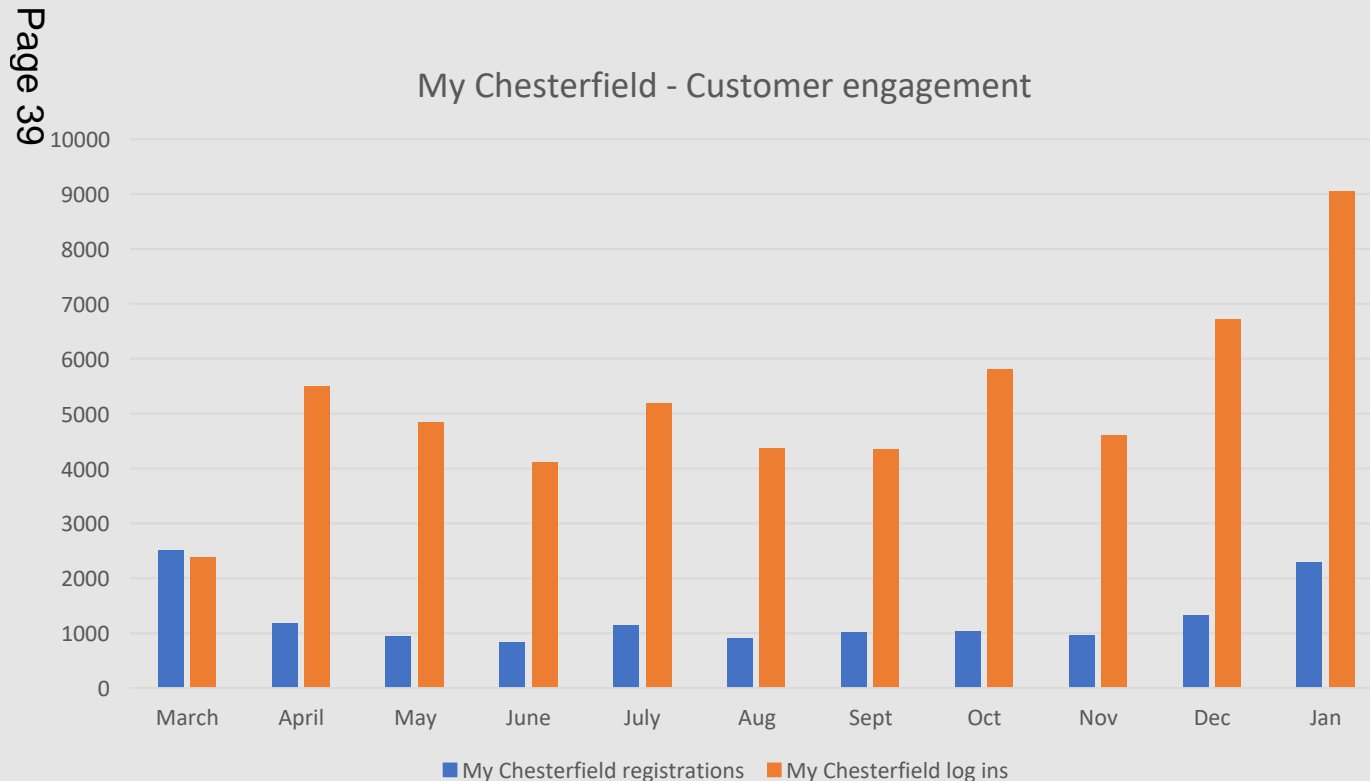
CBC 'Channel Shift' report

February 2022

Snapshot as of Feb 2022



Customer engagement



Statistics (past 9 months):

- 1284 registrations per month
- 5174 log ins per month

Observations

- Average log ins for the past 4 months are much higher – 6455 per month. This is most likely due to the new bin day checker that was launched on My Chesterfield last Autumn and re-introduction of Business Grants.

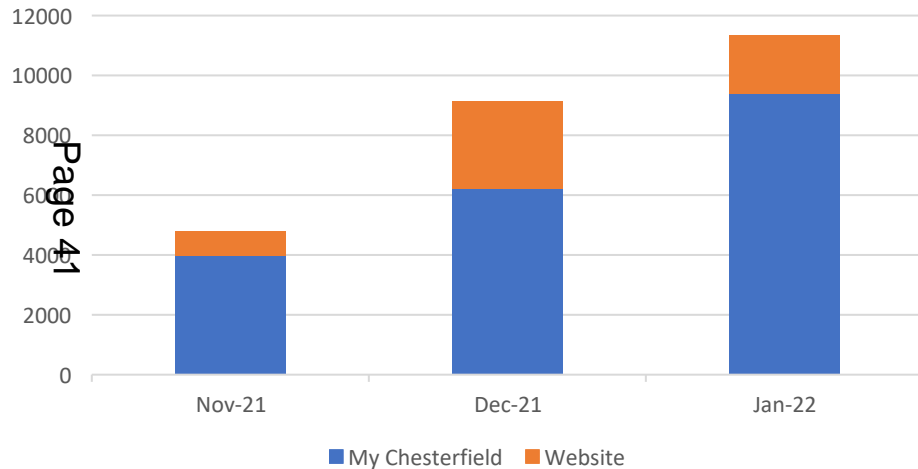
Covid 19 support Grants / Test and trace

- Processing Covid related grants and payments online has meant customers have not had to contact us by phone.
- It has also saved paper, printing and postage costs and hours of time on scanning and manual re-keying.
- The call centre have received 826 calls in total on the dedicated 'Test and Trace' phone line. This means that almost 70% of customers applied for support without any telephone assistance.

Grant type	Number received	% received online (all time)
Business Support Grant	132	78
Business Support Grant - ARG	161	76
CARF discount	28	100
Christmas Support grant	90	97
Omicron grant	237	97
Omicron grant – DDDC	581	100
Restart grant – Additional information form	747	82
Taxi driver support grant	146	90
Test and trace support	2600	94
TOTAL	4722	Average 90% online
TOTAL (Excluding DDDC)	4141	Average 88% online

Waste and recycling

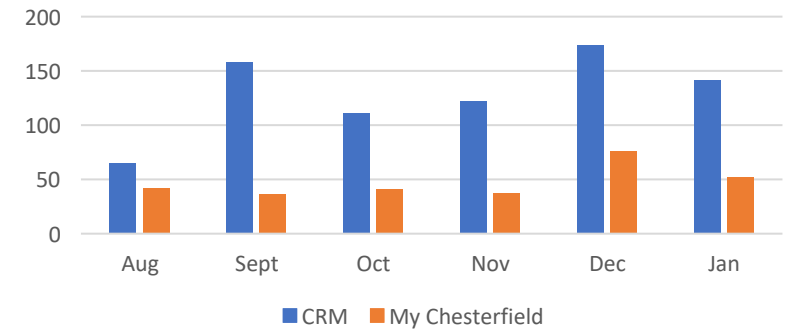
Bin day checker usage



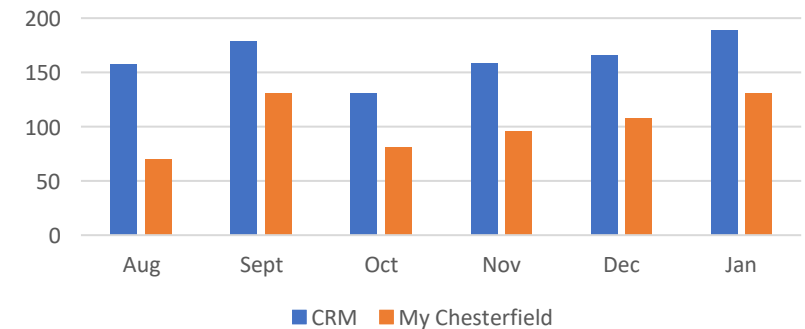
Services now available via My Chesterfield:

- Report a missed bin collection
- Report a damaged bin
- Check your bin collection day
- Report a missing bin
- General bin complaints
- Request an assisted collection
- Failure to deliver bags
- Container maintenance complaints
- Bulky collection requests coming soon

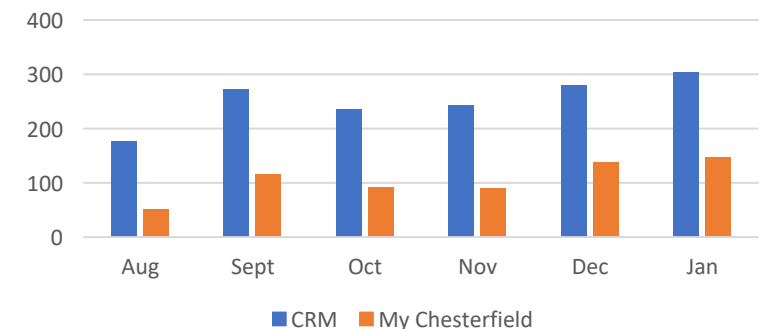
Report a missed bin



Damaged bins



Missing bins



Observations

- Missed bin reports fluctuate, on average 28% reported online during the past 6 months.
- There has been a gradual increase in reporting damaged bins on line, from 38 to 41% self-serve since October.
- Reporting missing bins online has increased by 11% since August 2021.
- The bin day checker has been a great success, with 25,264 hits over the past 3 months, mainly through My Chesterfield.

Street Scene & Environmental Services

Stats collated for 12 months
Feb 2021 – January 2022

Form type	CRM	My Chesterfield	% received online
Fly tipping	252	100	28
Dog fouling	111	99	47
Damaged litter bin	10	3	23
Dead animal removal	44	12	21
Discarded needles	34	10	23
Flyposting	4	1	20
Weed query	59	17	22
Graffiti	4	13	76
Grass query	157	30	16
Hazardous waste	23	11	32
Hedge query	117	32	21
Remove leaves	26	4	13
Owerflowing bin	50	24	32
Play / park equipment	39	21	35
Request litter bin	11	7	39
Road sweeping	91	67	42
Tree query	195	73	27
Total	1227	524	30

Regulatory Services

Environmental Protection forms submitted
(Feb 21 – Jan 22)

Process type	CRM	My Ches	% online	
Abandoned vehicle		58	103	64
Air quality complaint		13	8	38
Animal activity complaint		1	6	86
Commercial waste complaint		6	6	50
Dog incident		12	17	59
Dust complaint		3	7	70
Light complaint		18	6	25
Littering complaint		50	64	56
Noise complaint		158	163	51
Smell complaint		12	16	57
Untidy land and / or garden		130	108	45
Total		461	504	52

Food, H&S forms submitted (Feb 21 – Jan 22)

Process type	CRM	My Chesterfield	% online	
Food complaint		11	18	62
Food safety advisory visit		6	10	63
Food business registration		2	99	98
H&S complaint		11	17	61
Total		30	144	83

Well over half of all contact for EP, Food, H&S is now received through My Chesterfield.

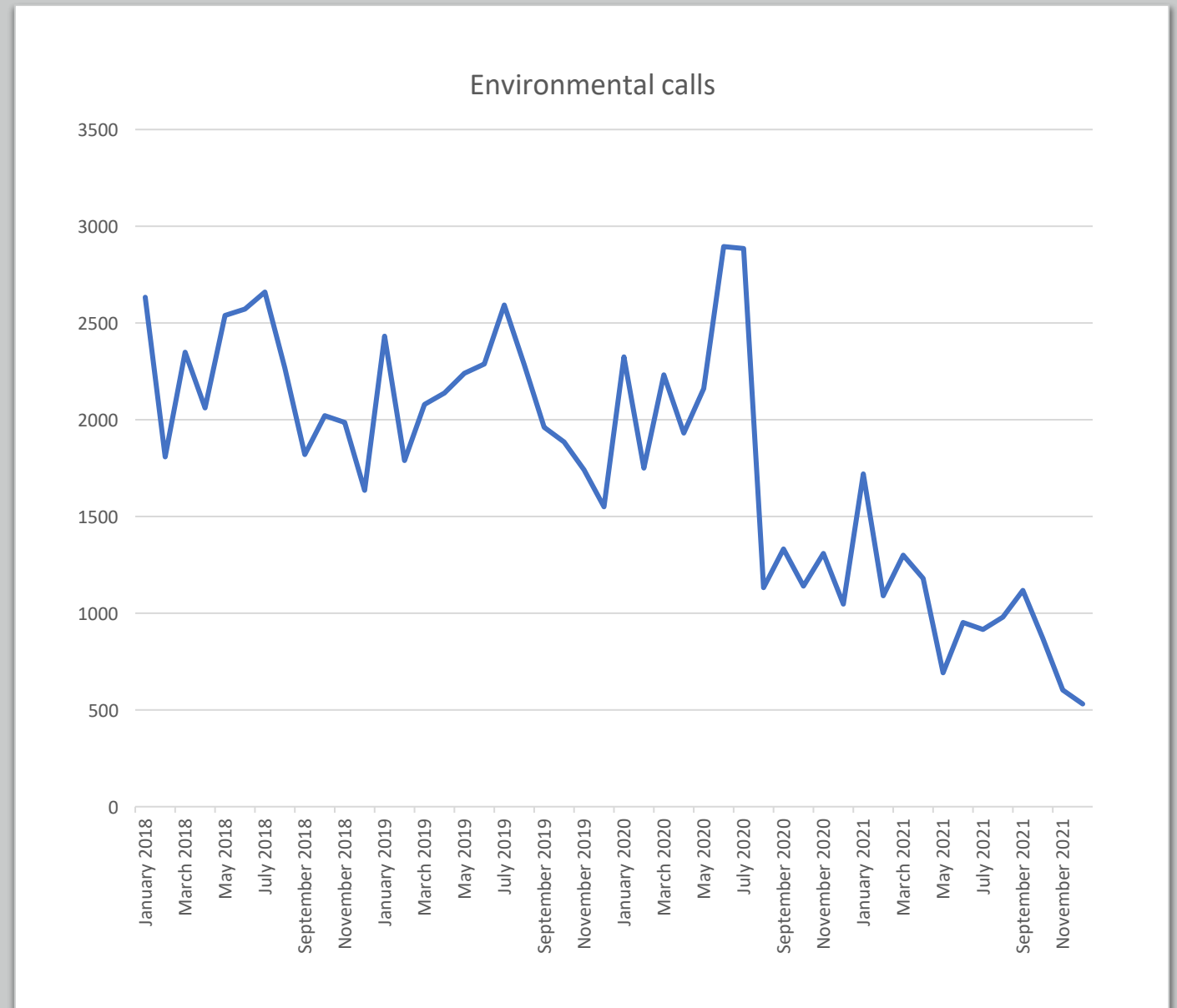
Environmental calls

Average calls per month have reduced by **56% since 2018**.

Recorded messages on the phone lines advertise My Chesterfield to divert contact.

Page 44 Key communications have been sent to residents via various means during the past 18 months to raise awareness of online services.

- Average calls offered 2018 – 2195 per month
- Average calls offered 2019 – 2082 per month
- Average calls 2020 – 1845 per month
- Average calls 2021 – 996 per month



Revenues and Benefits

Page 45

- Most subscriptions and e-billing sign ups are for Council Tax.
- 8127 residents are either signed up to e-billing or subscribed to view their bills. This is 17% of all households.
- Sign ups for benefits, business rates and landlords are still low.
- Between 13 and 15% of change of address forms are submitted online. This is low, and a new and improved form is due to be launched imminently.
- On average, 100 people per month are using the online direct debit form.

The screenshot shows a dashboard titled "Service Subscription Report". It includes a navigation bar with "Home" and "Log out" options. Below the navigation bar, there are date filters for "Start Date: 01.02.2020" and "End Date: 31.01.2022". A table displays the following data:

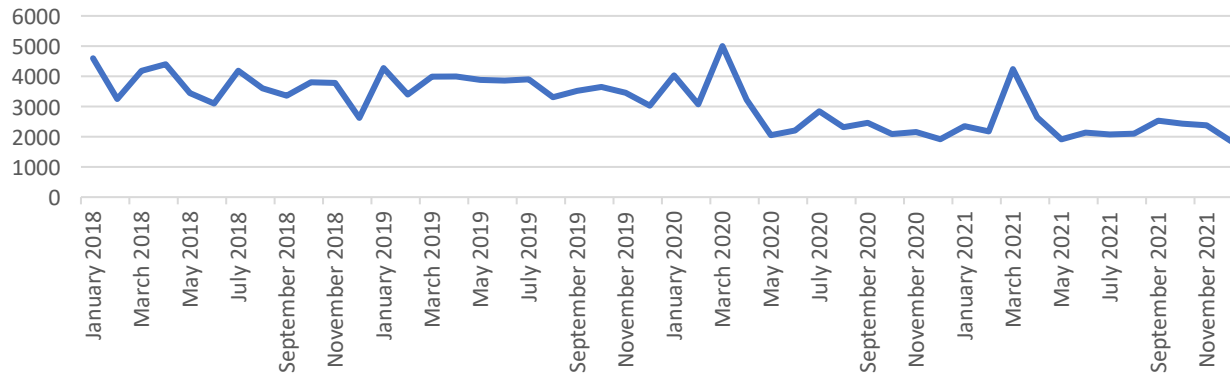
Application	Subscriptions
Business Rates	74
Council Tax	8044
Housing Benefit	175
Landlord	104

The screenshot shows a dashboard titled "Ebilling and Enotification Sign Up Report". It includes a navigation bar with "Home" and "Log out" options. Below the navigation bar, there are date filters for "Start Date: 01.02.2020" and "End Date: 31.01.2022". A table displays the following data:

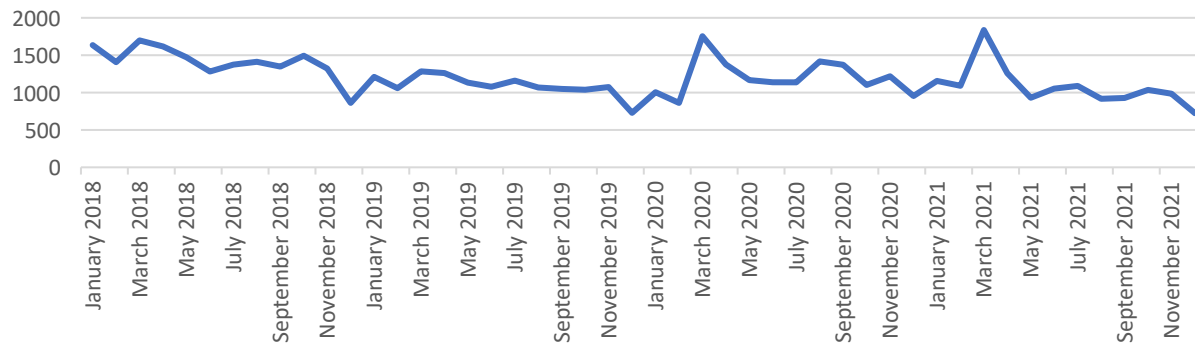
Application	Subscriptions
Housing Benefit	2
Council Tax	3083
Business Rates	60

Council Tax and Benefits calls

Council Tax line



Benefits line



Council Tax

35% reduction in the average number of calls offered per month since 2018.

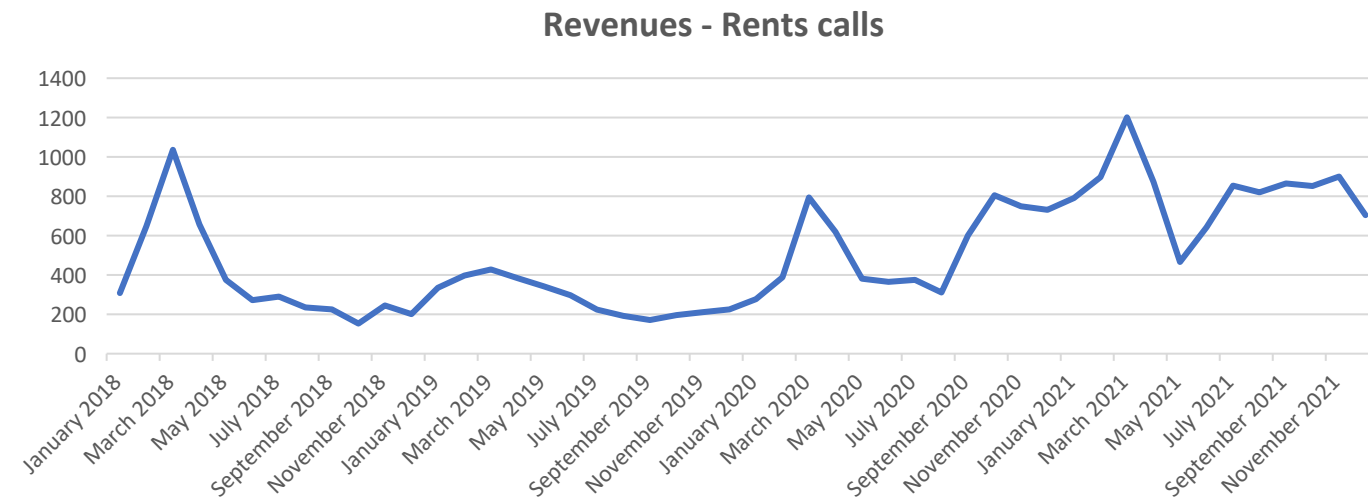
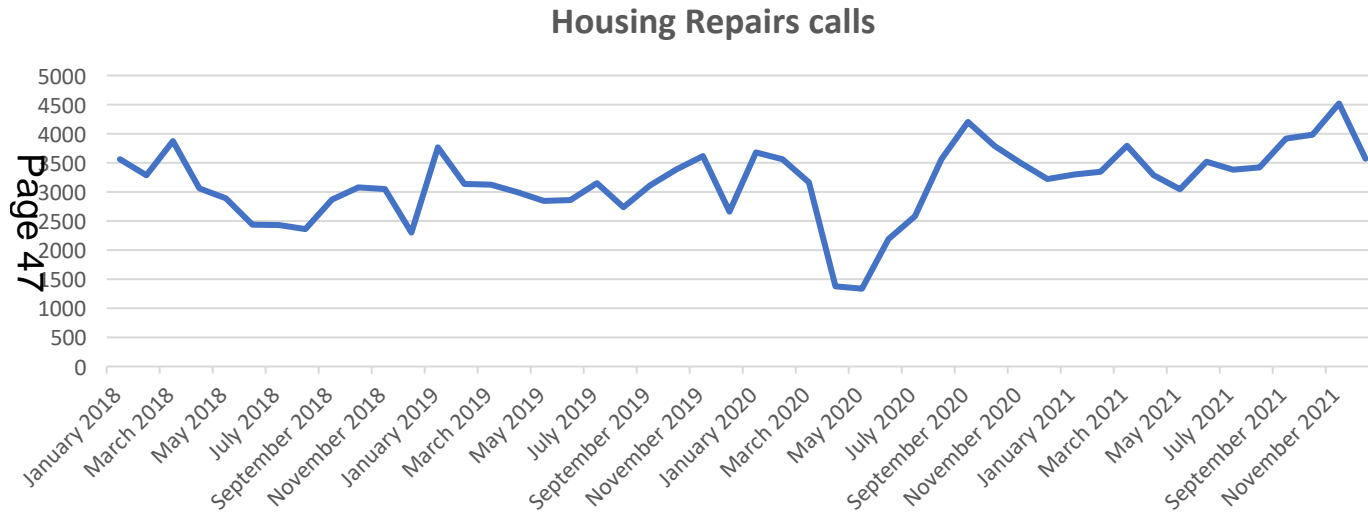
- Average calls offered 2018 – 3693 per month
- Average calls offered 2019 – 3687 per month
- Average calls 2020 – 2780 per month
- Average calls 2021 – 2402 per month

Benefits

23% reduction in the average number of calls offered per month since 2018.

- Average calls offered 2018 – 1410 per month
- Average calls offered 2019 – 1095 per month
- Average calls 2020 – 1208 per month
- Average calls 2021 – 1083 per month

Services that are not yet online



Observations

- There has been an increase in calls for services that have little or no online presence.
- Average monthly repairs calls have increased by **22% since 2018**.
- Average monthly rents calls have increased by **100% since 2018**.
- The Covid-19 pandemic has increased contact for both rents and repairs due to financial hardship and the pausing of routine repairs.
- Calls to the recovery line have also increased sharply since July 2020.

CBC Housing tenants

How many properties do we own?

8849 residential properties
8588 are tenanted

How many tenants are signed up to My Chesterfield?

2709 people signed up to My Chesterfield live in a council property, equating to **32%** of our housing stock.

Initiatives to increase tenant self-service:

Projects in delivery

- Rents information onto My Chesterfield from mid-March, allowing tenants to pro-actively manage their rent account without contacting the council by phone.

Projects in pipeline

- Housing repairs transformation; refining and improving the customer journey and back-end process to reduce avoidable contact and improve turnaround times.

How has channel shift translated into financial savings?

- FTE reductions achieved in 2021 15.85 FTE
 - Support Services 7 FTE
 - Customers, Revs and Bens 8.35 FTE
 - Environmental Health 0.5 FTE
- 3 people have left the organisation through voluntary redundancy
- 2 people have left the organisation through voluntary early retirement
- The remaining reduction in FTE has been achieved via natural wastage
- Reduction in cost of goods and services
 - Printing and postage
 - Telephony lines
- Some COVID-19 'New Burdens' funding has been redirected to support overall budget deficits

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INVESTORS IN PEOPLE™

We invest in people



Feedback

Chesterfield Borough Council.

Project number: CEN-21-00158 Accreditation date: 16/01/2022
Practitioner: Sara Turton
Date: 20/01/2022



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You did it!

INVESTORS IN PEOPLE™ **We invest in people** Gold

You're at the Gold level of our We invest in people accreditation.

Detailed feedback and recommendations inside...

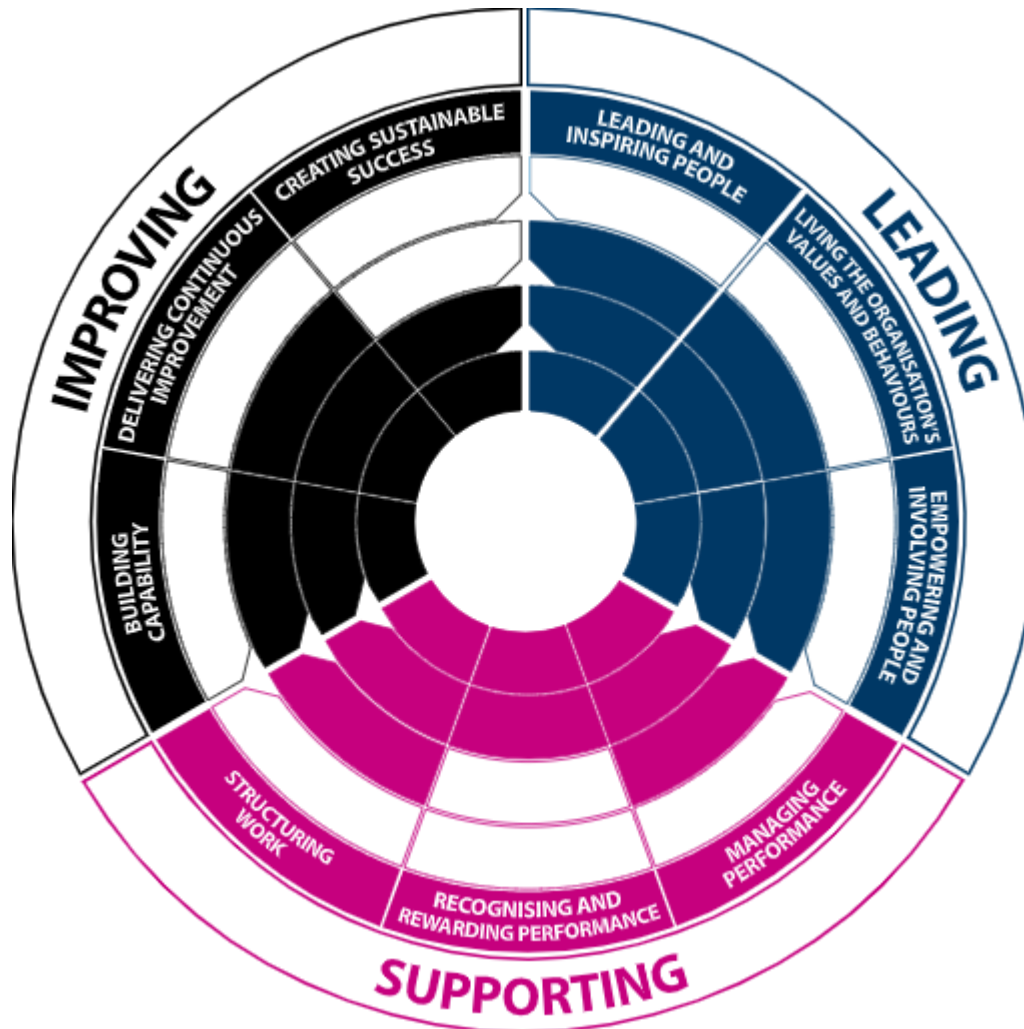
- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
20/01/2022	16/01/2023	16/01/2024	16/01/2025

At a glance

Final heatmap:



What to be proud of

- People said that leaders and managers had motivated them to deliver throughout all of the challenges of the pandemic and felt well-informed.
- Your people were able to articulate the organisation's values and they understood how they related to their respective roles. They referred to the competence framework in the interviews and understood how this was to be applied to the work they did.
- The evidence illustrated a culture of trust in the organisation, where people felt empowered and consulted and said that they had ownership over decisions within their roles - 87% agreed that they were trusted to make decisions (31.8% strongly). People felt the decision-making pilot had been implemented well.
- Managers valued the advice and input of the HR Business Partners, particularly in relation to performance management. They welcomed the guidance and training to support performance conversations as well as the revised approach to PDRs, including the introduction of the slimline version and the competence framework.
- Some teams referred to bespoke ways in which they encouraged recognition and celebration, such as the team that had created a Teams channel for celebratory news only.
- People said that there were opportunities for them to collaborate and said the "One council, one team" value encouraged this. 88.5% of staff agreed that their role enabled them to work well with others and "enabling collaboration" was a top five theme.
- The evidence showed a concerted effort had been made to continuously improve how the organisation operated through the reshaping, restructuring and review and benchmarking of people management practices and processes.
- In the online survey, 77.8% felt the organisation was a great place to work, 79.7% felt it had a plan for the future and 75.9% felt that it embraced change.

What to work on

- Some people said that more thought needed to be given to ensuring non-office-based staff were able to access communication mechanisms.
- Developing leadership capability was a bottom five theme in the online survey, 0.8 points below the IIP average, though 0.2 points above the 2018 results. The statement, my organisation develops great leaders, had lower levels of agreement at 53.6% (with 23% neither agree nor disagree and 23.4% disagree).
- Although in the interviews, people said they could challenge values, in the online survey 74.7% said that they challenged behaviours that didn't match the organisation's values and 20.3% neither agreed nor disagreed and 5% disagreed.
- A small sample of staff felt that decisions were not made quickly enough though they recognised this was being addressed through the decision-making review roll out.
- Some felt the PDR process focused too much on proving what was already known and didn't result in any direct action related to the performance rating.
- 26.2% of respondents to the survey neither agreed nor disagreed with the statement, "I am rewarded in ways that match my motivations" and 30.4% disagreed.
- In the online survey, 20.7% neither agreed nor disagreed and 9.8% disagreed that they made use of their organisation's learning and development opportunities and 20.2% neither agreed nor disagreed and 18.6% disagreed that people were selected for roles based on their skills and abilities.
- Staff were not able to specifically address how the organisation was promoting diversity and inclusion across the organisation.

Congratulations on achieving Gold accreditation!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**. The full action plan will be reviewed at the 12 and 24-month review:

	Recommendations 2022	Progress 2023
1	<p>Ensure communication is reaching all parts of the business, including those non-office-based or screen-facing staff.</p> <p>Explore the findings of the online survey in relation to developing leadership capability which conflicted with the data gathered from interviews.</p>	
2	<p>Consider what other practices you can use to reinforce values, such as embedding them into a reward and recognition initiative or actively using them in team sessions.</p> <p>Set out clear processes and tools for people to access when they observe behaviours in the organisation that do not align with the stated values. Communicate this in clear and simple ways such as through an infographic or "staff charter."</p>	
3	<p>Check out the views that:</p> <ul style="list-style-type: none">- decisions have to "go through too many hoops" and aren't made quickly.- some field-based staff were making suggestions for improvements and not being listened to. <p>Explore further in the context of your DMA programme.</p>	
4	<p>Involve staff in a further review of your PDR process so that you can address some of the issues raised, including:</p> <ul style="list-style-type: none">- conversations focus too much on proving what was already known, as opposed to what was required to achieve higher performance and how that could be developed.	

	<ul style="list-style-type: none"> - the process needed to be more targeted, so set within a clear framework of KPIs. - more focus on what happened as a result of the performance rating. 	
5	<p>Review your approach to reward and recognition, asking staff for staff views on what motivates them and how you can ensure they feel valued.</p> <p>Ensure managers understand the scope of reward and recognition in your organisational context. For example, if it includes things like promotion, project involvement and training, ensure that managers and staff frame their PDR conversations with this.</p> <p>Consider how you can tie your values to your recognition process so that it is promoting their adoption. Consider an awards initiative, that links success and achievements into delivering work aligned to stated values and behaviours - a Living Our Values award. These can be big, shiny awards events, or smaller less formal and more frequent ones.</p> <p>Bring managers together to agree approaches to praising and thanking staff for their work in order to embed consistent practice - share practice on some of the local initiatives such as the “positive vibes only” Teams channel.</p> <p>Mandate a recognition section on each of your core meetings and team meetings so that it becomes part of the language of the organisation’s operations.</p> <p>Consider benchmarking your approach to wellbeing against the We invest in wellbeing Standard.</p>	
6	<p>Look at putting in place formal career pathways to support conversations about progression and build on your competence framework.</p> <p>Consider how you can further integrate office-based and non-office-based staff.</p>	
7	<p>Consider what more you can do to reach all parts of the organisation with information about your learning and development offer.</p> <p>Keep working on your evaluation reporting to help develop your understanding on the return and impact of your programme.</p> <p>Consider how you can ensure that your messaging around who gets offered roles and why is clearly articulated to all staff.</p>	

	Consider benchmarking your approach to apprenticeships against the We invest in apprentices Standard.	
8	<p>Look at how you can create a formal structure to support idea generation and innovation.</p> <p>Also consider how you regularly shout about your innovation, such as celebrating it through a “you said, we did” type communication.</p>	
9	Consider how you can promote understanding and awareness of diversity and inclusion in your context and why it is important to reflect the communities and markets that you serve in the makeup of your workforce and how you deliver services.	
10	Review the metrics for each of the nine indicators set out at annex A to check that they fully evidence how effectively your people management practices are performing.	
11	Review the data on team responses to the online survey at the end of the report on page 36 and identify which groups had lower levels of agree than the organisational average and what the implications of this is and whether any actions need to be identified.	

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?

The meeting will include members of your senior team.

WHEN?

The feedback meeting is scheduled for date tbc.

WHERE?

We'll meet virtually.

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years later.

Don't forget to celebrate!

Let your people know who how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

You have maintained your accreditation during a particularly challenging time. Your online survey results benchmark favourably with your last assessment, with most indicators 0.2 - 0.4 points above your 2018 survey. The combined evidence showed particularly good practice in indicators 2, 3, 4 and 6, with aspects of high performance also in indicators 1, 8 and 9.

		Not met	Developed	Established	Advanced	High Performing
Leading and inspiring people	Creating transparency and trust					
	Motivating people to deliver the organisations objectives					
	Developing leadership capability					
	Leading and Inspiring People					
Living the organisation's values and behaviours	Operating in line with the values					
	Adopting the values					
	Living the values					
	Living the Organisations Values and Behaviours					
Empowering and involving people	Empowering people					
	Participating and collaborating					
	Making decisions					
	Empowering and Involving People					
Managing performance	Setting objectives					
	Encouraging High Performance					
	Measuring and assessing performance					
	Managing Performance					
Recognising and rewarding high performance	Designing an approach to recognition and reward					
	Adopting a culture of recognition					
	Recognising and rewarding people					
	Recognising and Rewarding High Performance					
Structuring work	Designing roles					
	Creating autonomy in roles					
	Enabling collaborative working					
	Structuring Work					
Building capacity	Understanding people's potential					
	Supporting learning and development					
	Deploying the right people at the right time					
	Building Capability					
Delivering continuous improvement	Improving through internal and external sources					
	Creating a culture of continuous improvements					
	Encouraging innovation					
	Delivering Continuous Improvement					
Creating sustainable success	Focusing on the future					
	Embracing change					
	Understanding the external context					
	Creating Sustainable Success					

Survey highlights

Your highest scores

5.8

INDICATOR 2 – living the values

- 86.5% of your people agree that the organisation has clear values.
- 92% agree that their behaviour reflects the values, 43.7% of them strongly agree.
- 90.1% agree that they share the organisation's values, 31.8% of them strongly agree.
- 76.8% agree that values guide the way people work.
- Adopting the values and living the values were top 5 themes and were 0.3 points above your previous survey.

...and your lowest

4.6

INDICATOR 5 - recognising and rewarding high performance

- 59.2% of your people agree they are consistently recognised for the work they do, 18.4% neither agree nor disagree, 23.9% disagree.
- 60.4% of your people agree they are appropriately recognised for the work they do, 15.7% neither agree nor disagree, 22.4% disagree.
- 43.51% of your people agree they are rewarded in ways that match their motivation, 26.2% neither agree nor disagree, 30.4% disagree.
- However, 71.5% of your people agree they feel appreciated for the work they do.

Your overall survey score

Benchmark



YOUR BENCHMARK

- **687**

AVERAGE IIP BENCHMARK *

- **727**

AVERAGE INDUSTRY BENCHMARK

- **679**

Showing results for Public Administration and Defence

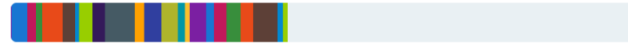
* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Who took the survey?

Survey Response Rate

Overview

TOTAL RESPONSES 478 responses out of 1083 (44%)



RESPONSE METHOD

Email link: 443 responses out of 478

Open access: 35 responses out of 478

By Team

ACCOUNTANCY 2 responses out of 10



ASSET MANAGEMENT 26 responses out of 31



BENEFITS 15 responses out of 30



CAPITAL 11 responses out of 65



CARELINE 35 responses out of 53



CORPORATE 22 responses out of 31



CORPORATE LEADERSHIP TEAM 7 responses out of 8



CULTURAL SERVICES 23 responses out of 67



CUSTOMER SERVICES 22 responses out of 36



ECONOMIC GROWTH 51 responses out of 73



ENVIRONMENTAL SERVICES 16 responses out of 112



HOUSING OPTIONS 30 responses out of 36



HR, PAYROLL AP SUPPORT SERVICES 28 responses out of 48



ICT 13 responses out of 22



INTERNAL AUDIT 8 responses out of 10



NEIGHBORHOODS 28 responses out of 32



OD 14 responses out of 22



REG SERVICES 21 responses out of 40



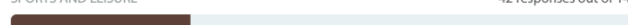
RESPONSIVE REPAIRS 25 responses out of 99



REVENUES 22 responses out of 42



SPORTS AND LEISURE 42 responses out of 147



TOWN CENTRE OPERATIONS 9 responses out of 50



VOIDS 8 responses out of 19



Your survey results by indicator

Here are your results benchmarked against the IIP average and your last survey in 2018:

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average	Previous surveys
INDICATOR 1 Leading and inspiring people	14.2%	34.5%	18.4%	15.3%	7.6%	6.4%	3.7%	5	-0.6	+0.3
INDICATOR 2 Living the organisation's values and behaviours	27.3%	43.7%	13.0%	11.7%	2.4%	1.4%	0.5%	5.8	-0.1	+0.3
INDICATOR 3 Empowering and involving people	25.2%	37.8%	17.3%	6.3%	6.2%	4.8%	2.4%	5.5	-0.3	+0.2
INDICATOR 4 Managing performance	31.3%	38.1%	11.6%	8.9%	2.9%	4.3%	2.9%	5.6	-0.1	+0.3
INDICATOR 5 Recognising and rewarding high performance	13.3%	26.4%	19.0%	17.5%	7.4%	9.5%	7.0%	4.6	-0.5	+0.4
INDICATOR 6 Structuring work	27.0%	40.7%	16.1%	9.0%	2.9%	2.6%	1.7%	5.7	-0.2	+0.3
INDICATOR 7 Building capability	16.9%	35.6%	17.4%	15.4%	5.8%	5.0%	3.8%	5.1	-0.4	+0.4
INDICATOR 8 Delivering continuous improvement	19.4%	38.5%	19.9%	13.1%	3.4%	3.8%	1.9%	5.4	-0.3	+0.3
INDICATOR 9 Creating sustainable success	22.0%	38.1%	19.2%	13.1%	3.6%	2.6%	1.5%	5.5	-0.3	+0.2

Your survey results by theme

Here are your results benchmarked against the IIP average and your last survey in 2018:

Themes (Highs and lows)

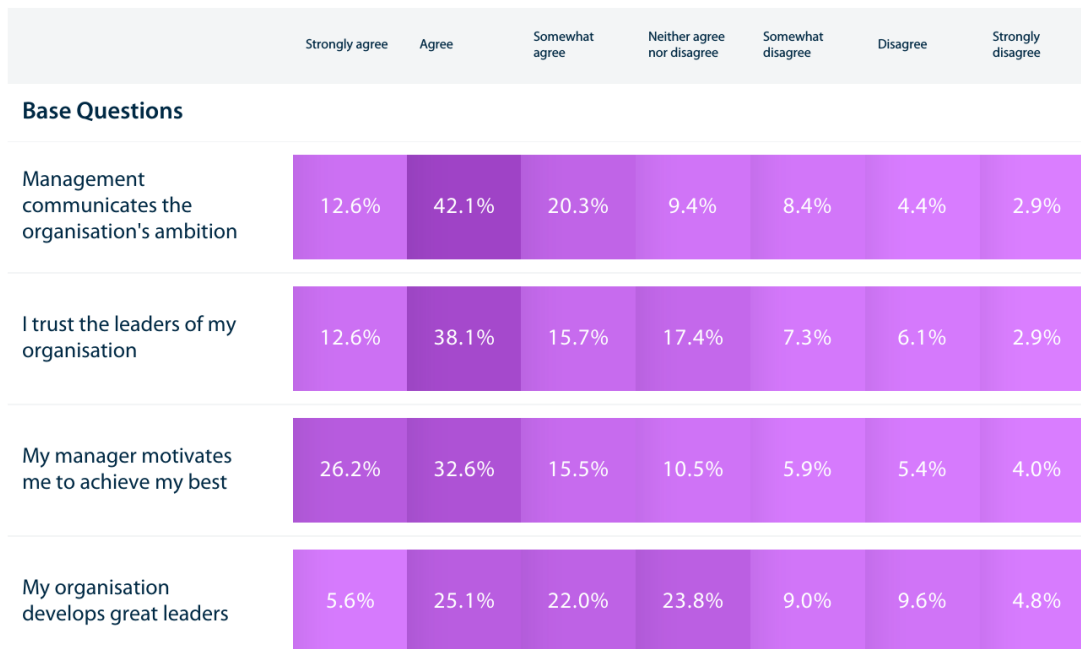
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average	Previous surveys
Highs										
Adopting the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	29.2%	48.1%	10.9%	8.8%	2.0%	0.7%	0.3%	5.9	-0.2	+0.3
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	31.2%	42.9%	14.4%	7.9%	1.7%	1.3%	0.6%	5.9	-0.1	+0.6
Living the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	31.6%	39.1%	12.7%	13.8%	1.3%	1.3%	0.3%	5.8	-0.0	+0.3
Making decisions <small>INDICATOR 3: Empowering and involving people</small>	31.8%	41.8%	13.4%	5.6%	2.9%	3.1%	1.3%	5.8	-0.2	+0.3
Measuring and assessing performance <small>INDICATOR 4: Managing performance</small>	37.0%	40.0%	6.9%	6.3%	2.3%	4.2%	3.3%	5.8	+0.1	+0.5
Lows										
Participating and collaborating <small>INDICATOR 3: Empowering and involving people</small>	16.9%	31.6%	21.1%	9.2%	9.2%	7.1%	4.8%	5	-0.6	-0.0
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	13.4%	26.7%	19.8%	17.1%	8.3%	8.5%	6.4%	4.7	-0.4	+0.8
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	12.6%	28.7%	16.9%	18.4%	8.6%	6.5%	8.4%	4.7	-0.7	+0.4
Developing leadership capability <small>INDICATOR 1: Leading and inspiring people</small>	5.6%	25.1%	22.0%	23.8%	9.0%	9.6%	4.8%	4.5	-0.8	+0.2
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	7.3%	20.1%	16.1%	26.2%	8.8%	12.8%	8.8%	4.2	-0.8	0.0

What your people told us

Leading

LEADING AND INSPIRING PEOPLE - advanced

Indicator 1: Leading and inspiring people



The level of agreement in the online survey was 5, 0.6 points below the IIP average and 0.3 above the 2018 survey. People had good levels of confidence and trust in their leaders and how they were motivated by them to deliver.

Your people said that they were kept up-to-speed with regularly cascaded information. This included a monthly core brief and a weekly managers e bulletin. They also referred to Leader and CEO open door sessions, State of the Nation addresses and the access to information through Aspire and Our Chesterfield magazine - examples of all communications mechanisms were submitted as part of the document pack for the assessment. Some people said that more thought need to be given to ensuring non-office-based staff were able to access tools and communication mechanisms.

People said that they had been kept very well informed throughout the pandemic and recognised the efforts that the CEO and leaders, plus the Resources task and finish group, had made to ensure they had the information that they needed.

“You are kept really well informed here. Lots of information is cascaded and we can go on Aspire. Everyone is approachable too so if you need to know you can just ask.”

Most people were aware of the priorities in the Council Plan and were able to describe how their roles contributed to the overall strategy. People felt that your managers knew

what to do in terms of motivating people to deliver against the plan. Your people said that they felt supported by their line managers and had confidence in their abilities to lead and manage the organisation. Most said they had regular contact with their managers through team meetings and one to ones.

“I’ve a pretty good level of confidence. I feel like there is a clear sense of leadership and we are well-supported.”

Leaders and managers referred to the internally developed leadership and management programme which had provided insight into their roles as people managers. They were complementary of the programme and what they had learned as well as how it had been delivered. They said that there were other opportunities to help them better understand how to deliver their management commitments, including training sessions and webinars on performance management and supporting remote staff and hybrid working. Many of the managers interviewed said that the HR business partners were a great support and were their port of call should they need further advice.

“I’ve been afforded lots of leadership and management opportunities linked to my progression. I’ve had coaching from my manager and we have lots of webinars on management, as well as standard mandatory training through Aspire.”

At the initial meeting, leaders described how the senior level leadership structure had been reshaped to support more effective decision making and delegation. Most of your people were aware of how these changes had impacted on the organisation. Managers and staff referred to the monthly managers forum, which helped to share good practice as well as acting as a robust part of the cascade mechanism, ensuring managers and staff had access to key information.

Although leaders and managers were very positive in the interviews about the training they received, “developing leadership capability” was a bottom five theme in the online survey, 0.8 points below the IIP average, though 0.2 points above the 2018 results. The statement, my organisation develops great leaders, had lower levels of agreement at 53.6% (with 23% neither agree nor disagree and 23.4% disagree).

The aggregated evidence suggests that performance has been maintained and improved in this indicator with leaders and managers motivating people to deliver throughout all of the challenges of the pandemic. People were clear about the objectives of the organisation and felt that they were kept well-informed. Key areas to focus on, to further improve and embed practice in this indicator, are to ensure communication is reaching all parts of the business, including those non-office-based or non-screen-facing staff, and to explore the findings of the online survey in relation to developing leadership capability.

The overall outcome for this indicator is advanced:

- Creating transparency and trust = advanced
- Motivating people to deliver the organisation’s objectives = advanced
- Developing leadership capability = advanced

Development for this indicator can be found on page 6.

Indicator 2: Living the organisation's values and behaviours



The level of agreement in the online survey was 5.8, 0.1 points below the IIP average and 0.3 above your 2018 outcome. 92% of people said their behaviour reflected the organisation's values and 90.1% said that they shared the organisation's values. "Adopting the values" and "living the values" were in the top five themes, making indicator 2 the highest scoring in the online survey.

At the initial meeting, you confirmed that you had set out the values in a competence framework and had embedded this in your people management practices, such as the PDR and recruitment and selection. You said that you had sent a hard copy of the competence framework out to staff and this was also submitted in the document pack for the assessment. Leaders were clear that their job was to role model these values and behaviours and ensure that they used the language of values in their communications:

“We lead by example. My team look up to me as I look up to my line manager. We demonstrate a can-do approach and make sure we have two-way conversations with them regularly. We get people to understand where they fit and how they contribute to the overall goals and values.”

There was evidence of a “values-led” approach across the organisation, with the values detailed prominently in corporate documents submitted for the assessment, such as the Organisational Development Strategy and Framework 2020 - 23 and the Performance Framework 2019 - 23.

Your people were able to articulate the organisation's values and they described a culture that was framed by them. They understood how the values related to their respective roles,

confirming that they were key to the discussion at their PDRs. People particularly referred to the “One council, one team” value and what this meant for the organisational-wide priorities that were set out in the Council Plan, in addition to their own specific work. They referred to the competence framework in the interviews and understood how this was applied to their work:

“We do a competence framework that was in a leaflet that everyone had. Mine came though the post with the values on. We talk about them in the PDRs; they get cascaded down.”

“Everyone is considered and we work together as one team. Everyone is approachable, you can say what you feel. Everyone’s treated well and everyone’s ideas are accepted.”

Although people were clear of the competence framework and values and how they related to their work in the interviews, there was a lower level of agreement in the online survey with 76.8% agreeing with the statement, the values of the organisation guide the way we work. A further area where the data was conflicting was in relation to challenge. In the interviews people articulated a range of ways in which they could challenge behaviours that didn’t align to values. They said they could raise issues with their supervisors and managers, or they could do this through their union reps. However, in the online survey 74.7% said that they challenged behaviours that didn’t match the organisation’s values and 20.3% neither agreed nor disagreed and 5% disagreed.

“We can talk to team leaders and supervisors and we have a whistle blowing policy. Aspire has links to this. We also have union reps and a code of conduct and the competence framework which acts as a guide for us.”

To further embed practice in this indicator and shift the online survey results to higher levels of agreement in the two areas specified above, consider what other practices you can use to reinforce values, such as embedding them into a reward and recognition initiative or actively using them in team sessions. Also consider how you set out clear processes and tools for people to access when they observe behaviours in the organisation that do not align with the stated values.

The overall outcome for this indicator is advanced

- Operating in line with the values = advanced
- Adopting the values = advanced
- Living the values = advanced

Development for this indicator can be found on page 6.

Indicator 3: Empowering and involving people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have all the information I need to do my job well	15.9%	38.9%	20.9%	5.6%	9.6%	6.1%	2.9%
I am encouraged to use initiative in my role	36.2%	38.7%	13.8%	4.6%	3.1%	2.9%	0.6%
I have a say in decisions that affect my role	16.9%	31.6%	21.1%	9.2%	9.2%	7.1%	4.8%
I am trusted to make decisions in my role	31.8%	41.8%	13.4%	5.6%	2.9%	3.1%	1.3%

The level of agreement in the online survey was 5.5, 0.3 points below the IIP average and 0.2 points above the 2018 survey. 80.3% of staff agreed with all of the statements in the survey, with 6.3% neither agreeing nor disagreeing and 13.4% disagreeing. The qualitative data from the interviews was positive and demonstrated a culture where people were empowered and felt able to make decisions in their roles and act on them.

At the initial meeting, you felt that indicator 3 was an area of improvement. You referenced how this had been deliberately tackled in a number of ways, including the reshaping of the senior team and tier 4 managers and restructuring in key service areas. You also described the pilot decision-making review you had undertaken in one service area that was to be rolled out to the rest of the Council. The online survey results reflected this improvement with the theme “making decisions” in the top five in the online survey and although it was 0.2 points below the IIP average, it was 0.3 points above your 2018 survey outcome. Leaders and managers confirmed that they encouraged decision-making and consultation across the Council:

“We are always asking for opinions and suggestions. We look for ideas before we go public and consult with staff before we make decisions as a matter of course. We ask them for feedback and if they can see any problems that need addressing in the areas they work in.”

People said that they felt empowered, and they outlined several ways in which they could obtain information and suggest or feed in improvements. This included access to clear policies and procedures and supportive managers acting as coaches, team meetings and toolbox talks plus a range of committees and forums. There were examples of people being encouraged and empowered to take lead roles in order to develop their skills. This was particularly evidenced in the DMA pilot where champions were selected to act as an interface and conduit for information between teams and leaders. In the online survey, 88.7% agreed that they were encouraged to use initiative in their role (36.2% strongly agreed).

A further strength emerging from the evidence in this indicator was the approach to consulting and involving people in the decision-making process. People described how they had been involved in the consultations on the restructures that had taken place. They were also able to describe the consultative process that sat behind the decision-making review that had been piloted. They also were aware of the role of the unions at the Council and felt that they had ease of access to union reps and saw that the partnership between the Council and the Union was strong.

“Within our job roles, you get to know what you can make decisions on. Managers help you understand what you can do and in housing we’ve just gone through a DMA pilot which asked us all to get involved. They talked to everyone and there’s now a restructure to make sure we can make decisions easier.”

People agreed that consultation was a consistent practice. They referred to surveys and to the Investors in People assessment as ways in which they had been invited for their opinions. Some of your people also described how a new Project Management Office had been created that they felt would support streamlined decision-making.

“The Council bends over backwards to make sure they talk to everyone that they need to when they are making (internal) changes.”

Your people said that they were clear on their level of responsibilities as these were set out in their job descriptions and were supported through ways of working and consistently shared information. People said these levels of responsibility were being clarified and reinforced through the reshaping, restructures and decision-making reviews. The evidence illustrated a culture of trust in the organisation, where people felt they had a good level of ownership over decisions within their roles. 87% agreed that they were trusted to make decision (31.8% strongly).

A small sample of those interviewed did refer to decisions having to “go through too many hoops” and not being able to make them quickly, however, they realised action was being taken to address this (through the roll out of the decision-making review process). A small sample of field-based staff also felt that they were making suggestions for improvements and not being listened to which is worth exploring further in the context of your DMA programme.

The overall outcome for this indicator is advanced:

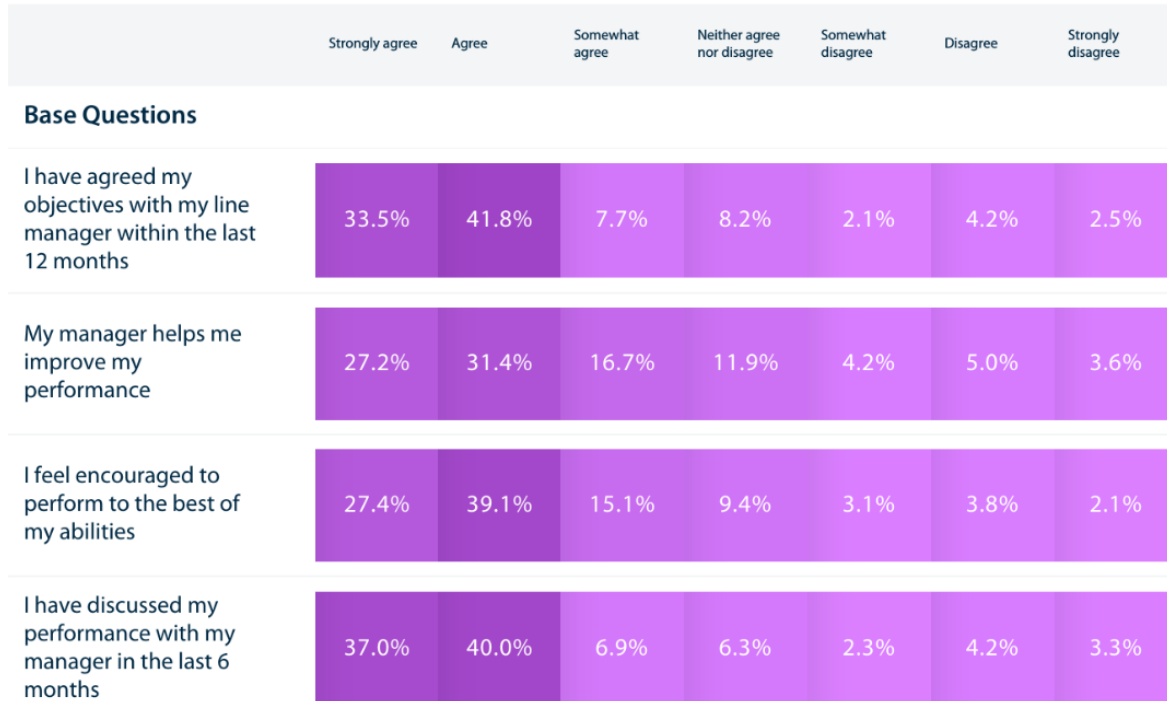
- Empowering people = advanced
- Participating and collaborating = advanced
- Making decisions = advanced

Development for this indicator can be found on page 6.

Supporting

MANAGING PERFORMANCE - advanced

Indicator 4: Managing performance



The level of agreement in the online survey was 5.6, 0.1 points below the IIP average and 0.3 above the 2018 survey. The theme “measuring and assessing performance” was in the top five themes and was 0.1 points above the IIP average and 0.5 points above the 2018 survey results. The qualitative data from the interviews confirmed the strength of practice in this area.

At the initial meeting, you described how you had implemented a new performance management framework alongside the Council Plan 2019 - 23 to report on overall organisational performance. This provided for quarterly challenge and an annual report was produced at the close of the financial year. You said that PDR objectives were set within this context and you had revised your approach in 2019 to ensure it was fit for purpose and so that you could see how performance results from your people contributed to overall organisational performance (see metrics at Annex A). As part of the revision, you had introduced a slimline version of the PDR for those working less than eight hours a week and for some field-based roles. You captured performance data to show that your revised process was working, reporting that “this year sees the highest ever number of quality conversations being held with individuals, achieving 94.6% of completions.”

Your people said that they knew what was expected of them as they were updated regularly through cascaded communications (see indicator 1) and their interactions with their line managers. They said that had PDRs twice a year and the process involved setting clear, stretching objectives, and receiving a performance rating at the end of the process. Those using the slimline version were aware of why and felt this was a better approach (both managers and staff).

Line managers said that they had access to training to help them performance manage their staff as effectively as possible. They said that they could access guidance on Aspire and they also said they received support from an HR business partner. Many of the line managers said they looked to this person to support with staff that were underperforming as well as those that were high performers. They felt the HR business partner was a key resource and valued their advice and input.

“I have regular meetings with an HR business partner. They are very good at supporting us - we can bring them in for meetings if you need extra support or advice. There was a workshop recently which underpinned what's expected at PDRs.”

Managers were able to describe the ways in which they supported their staff, referring to performance improvement plans, coaching and mentoring to provide additional support and secondments and succession planning for the high achievers in their teams. Managers and staff also felt that the competence framework had made a difference to their performance conversations providing a clear framework to discuss values and behaviours.

“When you do the PDR, you look across the competence framework in order to be able to grade staff on how they are performing. If someone is underperforming then you can introduce a PIP. For high performers, we go back to the succession plan or introduce mentoring and look at training and secondments to give people wider experience.”

Although people felt the performance review process was effective, some felt it didn't go far enough and required further improvements. Some felt that it focused too much on proving what was already known, as opposed to what was required to achieve higher performance and how that could be developed. There was also a view that it needed to be more targeted, so set within a clear framework of KPIs. Some staff also felt that there needed to be more of a focus on what happens as a result of their performance rating.

“It gets signed off and the head manager gets to look at it. We get graded but nothing happens as a result. I get the same as people who aren't working as hard.”

The evidence showed strong performance in this indicator with practice becoming more embedded since the 2018 assessment. To move to the next performance level, consider refining your approach to raise some of the issues raised above.

The overall outcome for this indicator is advanced:

- Setting objectives = advanced
- Encouraging high performance = advanced
- Measuring and assessing high performance = advanced

Development for this indicator can be found on page 6.

RECOGNISING AND REWARDING HIGH PERFORMANCE - established

Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I get appropriate recognition for the work I do	13.6%	27.8%	19.0%	15.7%	8.6%	8.8%	6.5%
I am consistently recognised when I exceed expectations	13.2%	25.5%	20.5%	18.4%	7.9%	8.2%	6.3%
I feel appreciated for the work I do	19.0%	32.0%	20.5%	9.6%	4.4%	8.2%	6.3%
I am rewarded in ways that match my motivations	7.3%	20.1%	16.1%	26.2%	8.8%	12.8%	8.8%

The level of agreement in the online survey was 4.6, 0.5 points below the IIP average and 0.4 points above the 2018 survey. 58.7% of people agreed with the overall statements, 17.5% neither agreed nor disagreed and 23.9% disagreed. Whilst this was the lowest scoring indicator in the online survey, 71.5% of staff said that they felt appreciated for the work they did.

Leaders and managers said that the benefits of working at the Council were listed on Aspire and regularly updated. They said that pay was negotiated with the unions and they also communicated to their members about this. At the initial meeting, you said you had revised your approach as a result of the pandemic and placed an emphasis on health and wellbeing. This was set out in the People Plan 2019 - 23 submitted as part of the document pack. This had included offering an employee assistance programme, training mental health first aiders and introducing a referral process for Occupational Health. An additional day off was also awarded to recognise everyone's hard work during the pandemic.

Leaders and managers also pointed to regular recognition. They said that staff were recognised and celebrated in core communication mechanisms and also through performance development conversations and ratings. In the Our Chesterfield magazine supplied in the document pack for the assessment, rising stars were recognised in a feature. Leaders also said specific initiatives were in place to celebrate long service and successes of apprentices with a Roll of Honour provided in the document pack for the assessment. They also said that informal recognition was part of the approach of leaders and managers.

“Shows of appreciation are reinforced by managers across the organisation and there are regular thanks in weekly bulletins. Councillors send messages of thanks recognising work done, particularly during Covid.”

People knew how they were recognised and rewarded and were able to confirm what managers had outlined in the interviews. Some teams also referred to bespoke ways in which they encouraged recognition and celebration, such as one team that had created a Teams channel for celebratory news only. Another team said that they were able to draw down bonuses depending on how much work they completed though this had stopped during the pandemic. Other teams said that their managers bought them treats on an ad hoc basis.

“We are big on complements and comments from other members of staff or the general public. We have a group called “positive vibes only” on Teams and we put lots on there to shout out where people have done a really good job.”

So, although people recognised that there were constraints to what the Council could offer in relation to reward and recognition and they saw how they were recognised formally and informally for the work they delivered and also for how they delivered it, they did think this was an area that could be improved:

“It’s an area we aren’t very good at. At one time they used to have a scheme, like an employee of the month, but now it’s really down to managers. If you have a good manager, you get lots of positive feedback. In my current role, I am lucky, I get lots but it is down to how good your manager is.”

“There’s not a huge amount available as we are a publicly funded body. We give shout outs at team meetings and go and buy them coffee and sausage rolls - it’s not a huge amount really. If someone is performing well, they might qualify for more training.”

The feedback from the online survey and interviews identified this indicator as an area for further development. 26.2% of respondents to the survey neither agreed nor disagreed with the statement, “I am rewarded in ways that match my motivations” and 30.4% disagreed. There is a real opportunity to work with staff to revise your approach and identify ways of promoting your existing offer and adding to it.

If you are proposing that reward in your context includes things like promotion, project involvement and training, then ensure that managers and staff are aware of this. Use your PDR conversations to reinforce this and work with managers so that they are able to frame their conversations.

Also look at how you can tie your values to your recognition process so that it is promoting their adoption. Consider an awards initiative, that links success and achievements into delivering work aligned to stated values and behaviours - a Living Our Values award. These can be big, shiny awards events, or smaller less formal and more frequent ones.

There are also some quick wins that can help in this area, such as bringing managers together to agree approaches to praising and thanking staff for their work in order to embed consistent practice. You can also “mandate” a recognition section on each of your core meetings and team meetings so that it becomes part of the language of the organisation’s operations.

The overall outcome for this indicator is established:

- Designing an approach to reward and recognition = established
- Adopting a culture of reward and recognition = established
- Recognising and rewarding people = established

Development for this indicator can be found on page 6.

STRUCTURING WORK - advanced

Indicator 6: Structuring work

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am able to develop the skills I need to progress	17.4%	36.8%	18.8%	14.0%	5.4%	4.6%	2.9%
I have the right level of responsibility to do my job effectively	23.2%	43.3%	18.8%	6.3%	2.9%	2.7%	2.7%
My role enables me to work well with others	31.2%	42.9%	14.4%	7.9%	1.7%	1.3%	0.6%
My work is interesting	36.2%	40.0%	12.3%	7.9%	1.5%	1.7%	0.4%

The level of agreement in the online survey was 5.7, 0.2 points below the IIP average and 0.3 points above the 2018 survey. 83% agreed with all of the statements in the online survey with 86.3% of respondents agreeing (23.2% strongly agreed) that they had the right level of responsibility to do their job effectively. The evidence showed that people understood how the organisation was structured and how their roles fitted within that structure.

People described clearly defined roles, with decision-making responsibilities set out in their job descriptions, the competence framework and reinforced by the decision-making review in the pilot service area. They said that their roles were interesting in the interviews and 88.5% agreed with this (36.2% strongly agreed) in the online survey. Staff said that their roles made sense in the overall team and organisational structure (structure charts were made available as part of the document pack for the assessment). Most staff referred to the reshaping and restructuring that was underway and others referred to the changes in working practice, as a result of the pandemic. They said they had been consulted with all of these changes (see indicator 3).

People said that they were asked about progression in their performance reviews and said they were encouraged to progress where opportunities arose. Most said that their managers were very good at helping them develop in their roles, offering them training, additional responsibilities, work on projects and also secondments. Managers said that they used the nine-box grid to help plan for progression and development of their teams.

“We look hard at progression and how we can help people in their career journeys. All my team leaders and supervisors have shown the ability to step up so have been helped to do the necessary training and promoted into their current role.”

“I’ve felt like I’ve been progressed well. My managers have supported me really well and it gets highlighted in one to ones. We are able to be

champions and work on projects if there's something we are interested in. That helps me to develop other skills.”

Your people said that they could access policies and procedures and information to help with the decisions they needed to make in their specific roles. They said they were accessed on Aspire. Most of those interviewed said that they thought policies were reviewed regularly and some said that they knew that the unions were always involved in reviewing and signing off policies.

People said that there were plenty of opportunities for them to collaborate across the structure and they were able to give lots of examples of where this happened. They said they were encouraged to do so as “One council, one team” was core value. They said that Microsoft Teams had supported effective collaboration. A small sample of those interviewed felt there was a divide between office and field staff and said this had been reinforced with staff able to work from home during the pandemic and those that weren't able to. Leaders and managers felt that the new Organisational Development Strategy and Framework and Project Management Office would provide more structure to project delivery and would also support greater collaboration. However, in the online survey, 88.5% of staff agreed that their role enabled them to work well with others and “enabling collaboration” was a top five theme.

“The best thing about working here is that we all work as a team and work together to set goals.”

The evidence gathered for this indicator suggested that the technical aspects of how you manage your people are in place, understood and well-embedded. Putting in place formal career pathways to support conversations about progression and build on your competence framework will help to improve performance in this indicator.

The overall outcome for this indicator is advanced.

- Designing roles = advanced
- Creating autonomy in roles = advanced
- Enabling collaborative working = advanced

Development for this indicator can be found on page 6.

Improving

BUILDING CAPABILITY - advanced

Indicator 7: Building capability



The level of agreement in the online survey was 5.1, 0.4 points below the IIP average and 0.4 points above the 2018 survey. 69.9% agreed with all of the statements in the online survey.

When asked in the interviews, staff were clear how to access training and development. They said that they had development conversations with their managers as part of the performance review process and had a PDP that aligned to their PDR. Managers said that learning and development conversations were addressed in the context of their objectives, which staff agreed were set through the performance review process (see indicator 4). They said that learning and development opportunities were then provided in line with the needs identified:

“We have e learning that’s mandatory. We get an e mail when it’s time to update that. I put myself forward for training in my PDR, then it’s down to me to try and look for it on Aspire.”

Staff referred to a range of training programmes that they had accessed in the last 12 - 24 months. However, in the online survey there were higher levels of neither agree nor disagree and disagree for the statement, “I make use of my organisation’s learning and development opportunities” at 20.7% and 9.8% respectively. It was not clear from the interviews why this was the case though references were made to time barriers, working from home and more opportunities for managers to train:

“There’s a section in the PDR that looks at training. It is important to the organisation though they are better at training from team leader upwards that they are for staff. They definitely get prioritised.”

Leaders and managers said there was a planning cycle in place for training that was led by HR in conjunction with managers and the data from PDRs/ PDPs. People said that they completed evaluation forms at the end of their training (some of these were submitted as part of the document pack for the assessment) and a learning and development evaluation report for 2020 - 21 (also submitted) showed the return and impact that the training programme was delivering. Celebration of learning was featured in Our Chesterfield with case studies of specific individuals.

Managers said that the process for recruitment and selection had been revised so that any potential to create bias was removed. Managers said that they worked closely with HR on resource and succession planning and felt this was a robust process. Most people said that vacancies were advertised internally and externally through some parts of the organisation said that they didn't get access to these. In the online survey, there was some disagreement in this area with 20.2% neither agreeing nor disagreeing and 18.6% disagreeing that people were selected for roles based on their skills and abilities.

“I'd like more information about jobs that are coming up. We don't get that information.”

Leaders and managers referred to the apprenticeship programme, Kickstart scheme and college placements as part of the resourcing strategy. At the initial meeting, you explained how you were keen to support young people access opportunities through the Council. You said that you celebrated apprenticeship completion and were proud of your increasing apprenticeship starts. You also said that more focus was now being placed on resource planning and the nine-box grid aided this process and was being used consistently.

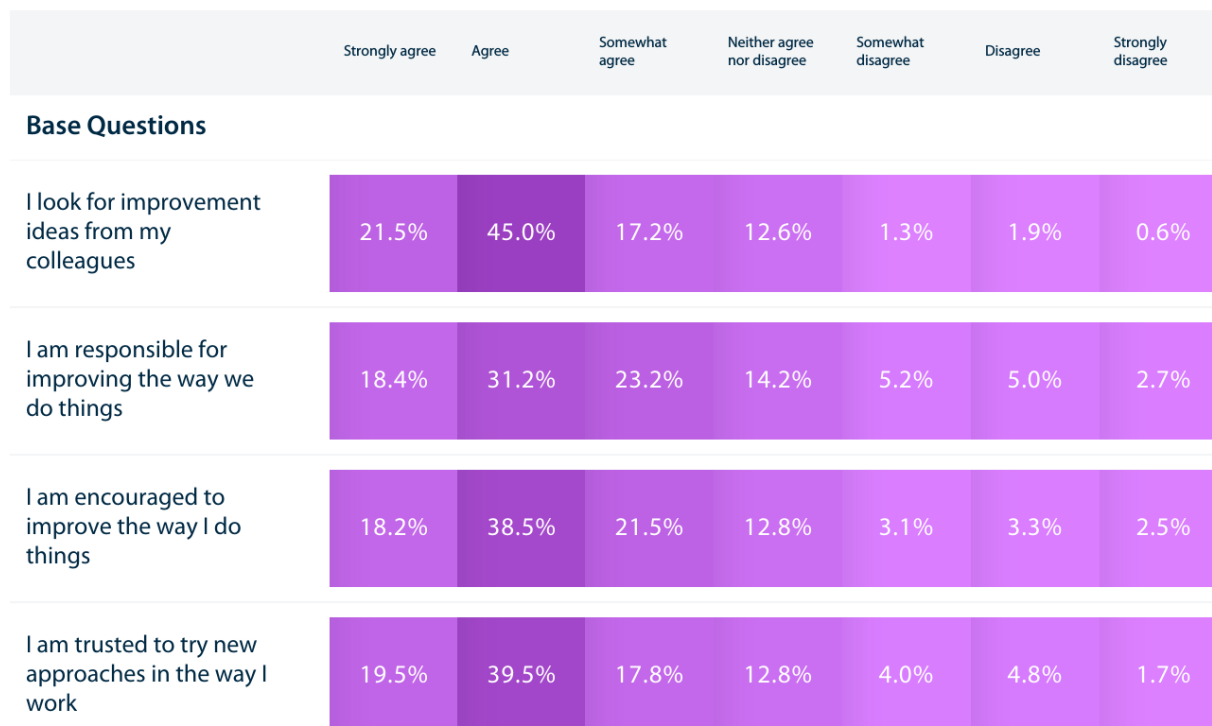
All of the evidence points to stronger performance in this indicator than at the last assessment with your people clearer on what learning and development was available and how they could access it, however, the online survey shows that some people are not accessing learning for some reason. Consider what more you can do to reach all parts of the organisation with information about your offer. Keep working on your evaluation reporting to help you develop your understanding of the return and impact of your programme. A further area to consider is to ensure that your messaging around who gets offered roles and why is clearly articulated.

The overall outcome for this indicator is advanced.

- Understanding people's potential = advanced
- Supporting learning and development = advanced
- Deploying the right people at the right time = advanced

Development for this indicator can be found on page 6.

Indicator 8: Delivering continuous improvement



The level of agreement in the online survey was 5.4, 0.3 points below the IIP average and 0.3 points above your 2018 survey. 77.8% agreed with the statements in the online survey for this indicator. Staff described a focus on continuous improvement and new ways of doing things across the business.

Leaders said they were committed to the Investors in People process at the initial meeting which they said provided an evaluation of the investment in people and, coupled with some key changes, such as the reshaping of the leadership structure, restructuring in three service areas, a revised Organisational Development Strategy and Framework 2020 - 23 and Performance Management Framework and new Project Management Office and in house procurement team, alongside the Digital Transformation programme, had enabled improvements to be made in how people were led, managed and supported. Key people management practices had also been reviewed, such as the performance review process, and decision-making through the DMA pilot. Leaders and managers also said that the monthly managers forum was a key way of sharing practice and analysing ways of improving how people were led and managed.

A number of internal and external sources of information were used to benchmark practices, such as the “Are you being served?” survey, complaints data, tenant satisfaction, Customer Service Excellence and a Corporate Peer Challenge along with internal audit (documentation was submitted for the assessment to demonstrate how these processes and tools were used to improve performance).

Your people said that they were asked for improvements and ideas through a range of mechanisms, including their performance review conversations and team meetings. They said that projects steering groups would be better supported with the PMO in place but said that collaboration and sharing of good practice was a regular feature of how the organisation operated (see indicator 6).

“We always look to capture ideas whether it’s at team meetings, one to ones or project groups. If someone comes up with an idea that might streamline something and make it better then we take the idea from there and we deliver it.”

A range of examples of practices that had been reviewed and improved were provided in the interviews and people said there was a positive culture in relation to progressing new thinking and ideas. Some said they would welcome a more structured approach, however.

“I feel very positive about what happens here. We are managed well and when something goes wrong the response is always helpful and focused on a solution, “let’s fix whatever it is”.”

The evidence for this indicator illustrated how continuous improvement was a driver for the organisation, though the levels of neither agree nor disagree for the four statements in the online survey ranged from 12.6% to 14.2% so do need further consideration. However, to improve performance in this indicator, look at how you can create a formal structure to support idea generation and innovation. Also consider how you regularly shout about your innovation, such as celebrating it through a “you said, we did” type communication.

The overall outcome for this indicator is advanced:

- Improving through internal and external sources = advanced
- Creating a culture of continuous improvement = advanced
- Encouraging innovation = advanced

Development for this indicator can be found on page 6.

CREATING SUSTAINABLE SUCCESS - established

Indicator 9: Creating sustainable success

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation is a great place to work	23.2%	34.5%	20.1%	11.1%	5.2%	3.8%	2.1%
My organisation has a plan for the future	20.9%	42.9%	15.9%	15.5%	1.9%	1.7%	1.3%
My organisation embraces change	14.6%	35.8%	25.5%	11.9%	5.9%	4.0%	2.3%
My organisation has a positive impact on society	29.1%	39.3%	15.3%	13.8%	1.5%	0.8%	0.2%

The level of agreement in the online survey was 5.5, 0.3 points below the IIP average and 0.2 points above the 2018 survey. The evidence showed that your people believe the organisation had a focus and plan for the future and that it was a great place to work. 79.7% and 77.8% agreed respectively with the statements in the online survey. 75.9% agreed that the organisation embraced change:

“It’s a great place to work. The people here are great to work with and I’ve been here a long time and there are a lot of others who have.”

“You are able to decide how you want to do things. It’s great to work in that kind of environment. You get listened to and that’s really empowering.”

“I like it here as we work well as teams and we focus on how things can be done well. I feel proud to work for Chesterfield.”

Your people said that they were kept well-informed of current priorities and developments and they said that key information was regularly cascaded (see indicator 1). People were clear about how they were able to contribute to planning and said they fed this bottom up through their team meetings. Some leaders felt this would be reinforced with the new Organisational Development Strategy and Framework and the Project Management Office.

Your people were aware of how changes were communicated across the organisation and were able to describe the changes that had impacted over that past 12 months (see indicator 8). They felt that they had been given the opportunity to be involved in changes either as champions, as members of steering groups or as part of a wider consultation (see indicator 3). Leaders and managers said that the new Project Management Office would add rigour to how change was managed. Some also said that Managing Change Well was a priority in the People Plan 2019 - 23.

Leaders and managers had a clear understanding of the stakeholders of the business and the relationship with the wider community. Leaders confirmed that a new CRM, had now also been introduced to support relationship management. The nature of the organisation meant that relationships with the community and key partners were well-established. Staff were asked about the approach to diversity and inclusion and although staff said that the initial training and mandatory training covered this, they were not able to specifically address how the organisation was promoting diversity and inclusion across the organisation.

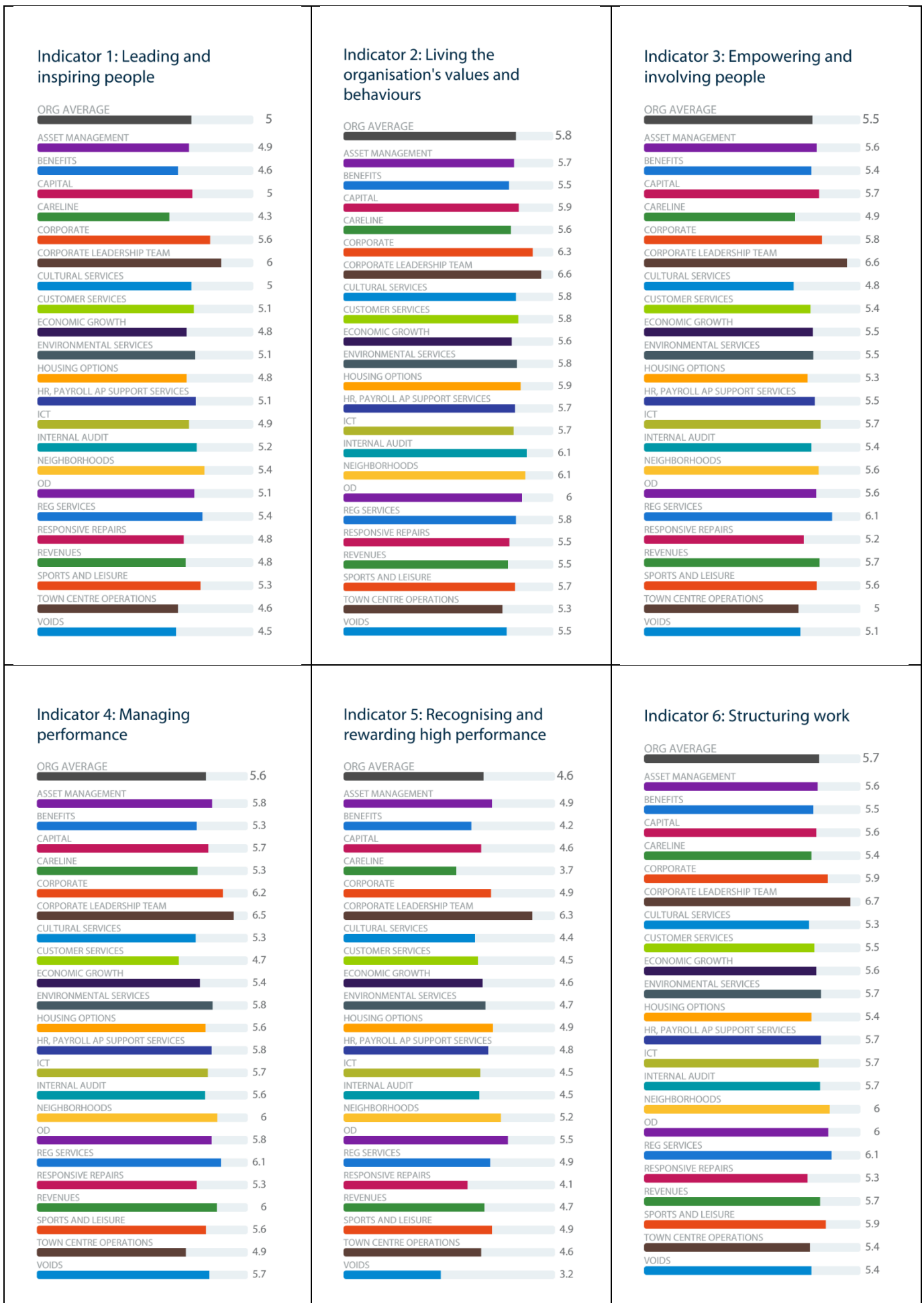
In order to improve your performance in this indicator, consider how you can promote understanding and awareness of diversity and inclusion in your context and why it is important to reflect the communities and markets that you serve in the makeup of you workforce and how you deliver services.

The overall outcome for this indicator is established:

- Focusing on the future = advanced
- Embracing change = advanced
- Understanding the external context = established

Development for this indicator can be found on page 6.

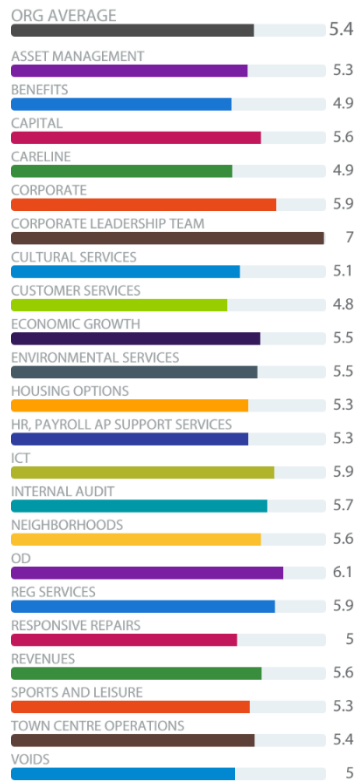
Your teams - How each team scored each indicator



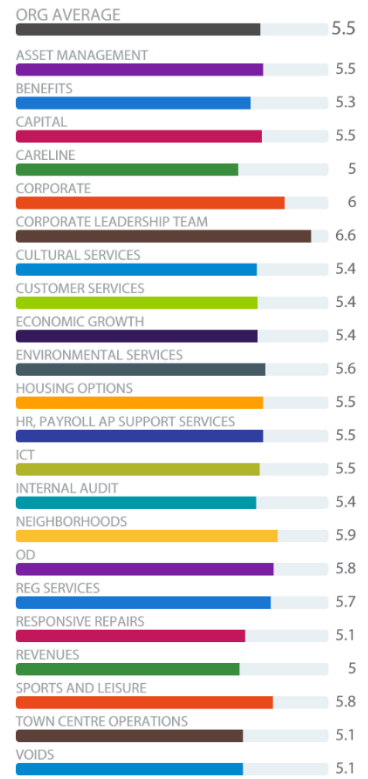
Indicator 7: Building capability



Indicator 8: Delivering continuous improvement



Indicator 9: Creating sustainable success



Annex A - Your metrics

		2019	2020	2021
1,9	Budget savings	218K	228K	365K
1	Council plan milestones achieved		68%	73%
1,2,9	Satisfaction with the way the Council runs things	74%		77%
2,3	Reduction in customer complaints	4%	12%	44%
2,3,8	Customer service excellence	Compliant 1 compliance +	Compliant 1 compliance +	Compliant 2 compliance +
2,3,8	Net promoter score	66.6%	71.8%	71.8%
3	Staff opinion survey completion	59%	62%	64%
4	Positive conversations with managers	70%	68%	88%
4	Employee turnover	15.9%	10.2%	7.3%
4	Sickness levels		5.2%	3.5%
4	PDRs completed		81.24%	83.62%
5	No of honorariums	11	20	20
5	% of exceeded rating in PDR	12%	15%	16%
6	Number of internal promotions	6	13	21
6	% apprentices, kickstart achieving permanent promotion/role	11	12	16
6	% of employees enabled to work in agile way	32%	75%	100%
7	E learning completed	3810	4070	4852
7	No. of apprenticeships/kickstart completed	11	12	16
7	Succession plans in place	24	27	35
8	Internal audit	1/3 rd services measured with limited assurance		All services measured with substantial assurance
9	Channel shift achieved	8%	17%	26%
9	Number of services using CRM	6	9	16
9	Soial media followers	8597	10322	11461



Want to get in touch?

info@investorsinpeople.com

Annual Update on Arvato and Kier Transition – Lessons Learnt

Previous scrutiny involvement:

The was a new item in the Overview and Performance Scrutiny Forum work programme 2020/21 and was considered by the Overview and Performance Scrutiny Forum in the meeting on 17 December, 2020. The purpose of the review was to scrutinise the transition of Arvato and Kier staff to in house delivery and understand the lessons which have been learnt.

The objectives of the review were:

- To review the success of the transition process.
- To review the costs of transitioning Arvato and Kier staff to in house delivery so the costs can be accurately measured and assessed.
- To review the KPI's of transitioning Arvato and Kier staff to in house delivery so the KPI's can be accurately measured and assessed.
- To understand the lessons, both negative and positive, which have been learnt from the transition process.

It was agreed in the meeting that an annual update on the lessons learned from the Arvato and Kier transitions would be brought to the Overview and Performance Scrutiny Forum.

24 March 2022 Update to Overview and Performance Scrutiny Forum:

The transfer of Arvato services was completed successfully and smoothly on 17 January 2021. The transition project ended formally in March 2021.

Three significant areas were identified as lessons learned, when Overview and Performance scrutiny forum members received the original report in December 2021. These were:

- Ensuring a collaborative approach was in place to develop the exit plan.
- Implementing cross service project teams and retaining consistency of personnel across all three phases of the TUPE transfer was important and ensured efficiency.
- Technical information was missing and would need to be developed post transfer if service delivery was to be maintained.

Since this time, a lessons learned report has been produced for the Arvato transition.

Areas identified for improvement following project closure have been transferred to the responsibility of the Service Directors for Digital, HR and Customer Services and Economic Growth to deliver as part of their business-as-usual service delivery. The lessons learned report is attached at Appendix A.

The Council has taken some time to understand the strengths and weaknesses of the transferring services and is now working closely with the staff who have transferred to make ongoing improvements.

Service reshapes are now underway within Customers, Revenues and Benefits teams and these are also currently being considered within Property and Technical Services.

Appendix B provides Overview and Performance Scrutiny Forum members with an overview of the discussions held with Customers, Revenues and Benefits employees at the start of the reshape of services. This highlights areas for improvement which will ensure that employees feel integrated into Chesterfield Borough Council and which, when addressed will ensure that structures are fit to deliver the Council's future aspirations. Of particular concern to employees is that the Council addresses the inconsistency in contracts of employment following the TUPE transfer.

Reports relating to the restructure of services will be brought to Joint Cabinet and Employment and General Committee for approval during the 1st quarter of the new financial year.

What were the original goals and objectives of the project?

- Successful transfer of Arvato and Kier staff to CBC by 18 January 2021
- 75% employee satisfaction with transfer activity
- DDDC Revenues and Benefits Shared Service achieved
- Financial savings achieved
- Payroll activity completed and January pay accurate for >90% of employees
- Service delivery maintained alongside Covid19 business grants

Was the project completed according to expectation?

1. The transfer was completed over three phases, instead of two, because of the Coronavirus pandemic. ICT and HR transferred in 2018, Kier in 2020 and Customers, Revenues and Benefits in 2021. All three transfers were successfully achieved.
2. 100% of employees were satisfied with the transfer activity that was completed.
3. A shared service was implemented from 18 January 2021 to deliver Revenues and Benefits services for Derbyshire Dales District Council.
4. Financial savings have been achieved. The cost-of-service is £484,086 per annum less than was being paid to Arvato and Kier. In addition, the council has been able to directly manage and control new burdens funding, which would have been passed through to Arvato and Kier. This equates to £105k of confirmed funding in 2021, with further allocations to be received to support management of the Council Tax energy rebate, omicron hospitality and leisure grant and CARF.
5. Payroll activity was completed on time. Payment was accurate for 99% of staff during the January transfer. The Kier transfer in June 2020 was more complex, with many payroll issues identified. The Council ensured that manual adjustments were made so that staff members were paid accurately.
6. Services have been maintained throughout the coronavirus pandemic.
Revenues and Benefits
Delays in recovery action during 2020 have resulted in increasing demands within Revenues teams. Positive progress is being made and

collection levels are ahead of forecast. Changes resulting from universal credit changes have been absorbed and managed effectively. Scrutiny members have already received a separate report on Universal Credit, which references positive performance in challenging circumstances.

Customer Services

Customer Services opening hours have been reduced, with the centre closing at 2pm to enable staff members to be redeployed into delivering business grants. The reduction in hours has also enabled us to keep staff members at 2m distance, ensuring their health and safety. Contact centre KPI's are below target. The service requires reshape to address training and morale issues. The Kickstart programme has been used to support service delivery and develop skills within the Borough of Chesterfield. This has been successful.

ICT

Positive improvements have been made and all KPI targets have been achieved. In addition, the ICT improvement programme remains on track.

HR and Payroll

All KPI targets have been achieved.

What were the major accomplishments?

- Payroll activity was managed effectively, despite challenges with the Kier data that was provided. Staff members within this team were diligent and accurate in their work, quickly identifying inaccuracies in data provided.
- Financial savings were achieved, and the additional new burdens funding made available has ensured that financial savings were exceeded. The project was delivered within the budget available.
- The Kier TUPE transfer was completed successfully within a very short timescale. The team worked well together to achieve these timescales.
- Communication and consultation processes were effective, resulting in all staff being comfortable with the TUPE transfer
- Derbyshire Dales shared service set up and is delivering against SLA expectations.

What methods worked well?

- Keeping the project team members consistent across the 2nd and 3rd phases worked well.

- Coaching was completed for an HR Business Partner so that they could upskill on TUPE transfer activity.
- Regular weekly meetings were set up relating to specific areas (HR, Finance, operational processes, Kier transfer, DDDC SLA etc) ensuring meetings were focused and delivered against outputs successfully whilst ensuring best use of project team member time.
- Steering Board meetings were held to resolve and unblock outstanding issues and these were effective.
- Lessons learned activities completed after each phase of transfer enabled us to improve learning and develop training plans.
- Internal project plans developed outside of the formal exit plan which was managed by Arvato enabled the Council to keep track of internal activity, including delivery against our internal change plan and communications plan.

What was particularly useful?

- Discussions with other Local Authorities who were undergoing significant insourcing. This gave us opportunities to share documentation, learn about what had gone well and what needed greater scrutiny.
- Agreement from Arvato that CBC could direct service delivery prior to transfer. This enabled the Council to deliver effective services throughout the pandemic. This early knowledge also enabled us to make pragmatic decisions relating to the level of information we received at time of transfer

What went wrong?

- The coronavirus pandemic meant that the original transfer timetable could not be achieved. The final transfer of staff was delayed to January 2021.
- In 2020, a change in personnel was made to lead the transfer on behalf of Arvato, following redundancy of a member of staff responsible for the development of the Chesterfield contract. Relationships were strained at the start of the process for phase 2 of the Tupe transfer and this resulted in the project stalling for a short period of time. The approach became more collaborative as we moved into the pandemic.

What processes need improvement?

- Process documentation was out of date
- Documentation and processes relating to succession planning, skills shortfalls and individual performance management was limited or did not exist
- Documentation such as service plans did not exist

How can they be improved?

- These gaps have been fed into the service reshape activity and the new structure will ensure their improvement.

What were the key problem areas?

- There was a fine balance to be drawn between obtaining enough data to ensure that service delivery could be maintained in the event of loss of key personnel and diverting staff from service delivery at a critical time.
- Lack of performance management and unclear expectations of roles within some service areas.
- Historical poor succession planning meant that the service area was reliant on key personnel, who were expected to maintain service delivery and who were working unacceptably long hours.

Were there any technical challenges?

- Information security activity was a significant task. We found that Arvato documentation was retained on CBC networks and needed to be deleted. We developed automation to identify and remove the documentation.
- At a lower level, the fact that the Council required a wet signature on contract changes created some challenges as both Arvato and Kier were able to accept digital signatures.

Were the project goals achieved?

Yes – all achieved.

Were unexpected changes managed?

Yes, the project was replanned to accommodate the additional work generated by the coronavirus pandemic and to accommodate the request to transfer Kier services earlier than planned.

Were the project management processes efficient?

Yes, the processes worked well and were efficient.

Were the project management processes tracked and reported accurately?

Yes, regular reporting was completed and shared across all four respective partners – Arvato, Kier, Derbyshire Dales District Council and Chesterfield Borough Council.

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Designing a structure to enable service excellence

Customers, Revenues and
Benefits reshape

Setting our strategic focus

Maximising

Maximising collection of Council Tax, Business Rates, Housing Rents and Commercial Rents so that we can deliver the council's vision of

- 'Putting our communities 1st'

Delivering

Delivering customer service excellence to the residents of Chesterfield through our customer service centre, contact centre and council reception points

Reducing

Reducing our service costs

Improving

Improving the quality of life for local people by ensuring accurate and timely benefit and grant payments

Page 99

What are the numbers?

We administer over £200m* of income annually – council tax, nndr, credit income, rent, benefits, grant payments

We respond to approx. 200,000 customer contacts by phone per year

We respond to approx. 8000 customers in person per year

We want to achieve a 20% reduction in customer contact demand by 2022 (-41,600)

We want to reduce our service delivery budget by at least £285,000 by 2023 (£2.69m 10.5%)

Services have been with CBC for 8 months – a learning curve



Fantastic staff



Dedication and hard
work is evident



A real willingness to
support each other



A clear focus in
delivering good
customer service



A workforce that is
able to cope with
change

Observations – Are we fit for the future? Can we achieve our strategic goals

Page 101

The service strategy is not well understood

KPI's are not always being achieved

Some resources seem to be in the wrong places - we have gaps

Not enough management/leadership support is provided to the workforce

We appear to be duplicating work for back - office teams

We don't have deliverable and achievable succession plans

Staff training programmes are not being delivered

We are not maximising technology

Some of the basics aren't in place

Boundaries and accountabilities are unclear

Lack of communication across teams

Health and safety gaps

There is inequality in terms and conditions

What should we do about it?



Ensure clarity of vision and purpose



Define the performance targets – what is important for us to deliver



Listen to what you think is getting in the way of delivering great services. What problems do we need to solve?



Understand where decisions need to be made and ensure we have structures in place to make them quickly



Agree the change programmes that we need to implement to get us on track



Reshape the service

Reasons for reshape



Morale

Improve morale and communicate better



Performance

Improve performance



Resource

Get resources in the right place, at the right level



Terms and Conditions

Address the pay anomalies within the service, inherited following Arvato TUPE transfer



Succession Planning

Develop roles that improve retention



Capability

Strengthen technical skills within the service area



One council One team

Maximise opportunities to work more corporately – scanning, indexing, printing, postage, customer experience



Benefit realisation

Derive benefits from digital transformation

Any questions?

