



Please ask for Charlotte Kearsey
Direct Line: 01246 345236
Email: committee.services@chesterfield.gov.uk

The Chair and Members of Joint
Cabinet and Employment & General
Committee

9 December 2019

Dear Councillor,

Please attend a meeting of the JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE to be held on TUESDAY, 17 DECEMBER 2019 at 10.00 am in Committee Room 1, Town Hall, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declaration of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 6)
4. People Plan (Pages 7 - 40)

Yours sincerely,

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

Local Government and Regulatory Law Manager and Monitoring Officer

This page is intentionally left blank

JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE

Tuesday, 3rd December, 2019

Present:-

Councillor P Gilby (Chair)

| | | | |
|-------------|---------------|-------------|------------|
| Councillors | Blank | Councillors | Sarvent |
| | Davenport | | Brittain |
| | T Gilby | | Holmes |
| | Ludlow | | J Innes |
| | Serjeant | | T Murphy |
| | Mannion-Brunt | | K Falconer |

*Matters dealt with under the Delegation Scheme

19 **DECLARATION OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

20 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Simmons.

21 **MINUTES**

RESOLVED –

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 1 October, 2019 be approved as a correct record and signed by the Chair.

22 **EXCLUSION OF PUBLIC**

RESOLVED –

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on

the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A of the Act.

23 **PROPERTY PROCUREMENT AND CONTRACT LAW TEAM STAFFING**

The Executive Director and the Property, Procurement and Contracts Law Manager submitted a report reviewing the current staffing structure and capacity within legal services with particular reference to the nature and scope of the work presently carried out by the Property, Procurement and Contracts Law Team.

The report outlined the work covered by the Team in respect of property lettings, sales, land transfers and acquisitions, contracts, procurement advice, and regeneration and economic growth projects. It noted that demand on the Team's expertise and resources had grown exponentially in recent years.

The report set out the steps taken to deal with this increased demand to date and made the case for additional specialist officer resource to meet current and projected business requirements. It identified the financial implications of the proposed additional Contracts Lawyer post and set out the risks of not making available such an additional resource. The job description and person specification for the proposed post were attached to the officer's report at Appendix A.

***RESOLVED –**

1. That the permanent establishment within the Property, Procurement and Contracts Law Team be increased by an additional full time Contracts Lawyer at Grade 11.
2. That the supplementary estimate to meet the costs of the new post, as detailed in paragraph 6.1 of the officer's report, be approved.

REASON FOR DECISIONS

To align delivery by the Property, Procurement and Contracts Law Team to the functional and strategic business needs of the Council.

24 **VENUES MANAGEMENT STAFFING**

The Arts and Venues Manager submitted a report seeking approval for an additional Assistant Premises Manager post for Chesterfield Venues.

A review of the revised management and staffing structure implemented in October, 2018 had identified several challenges in the management of the venues. The report set out how the proposed additional part-time Assistant Premises Manager post, which would be recruited to on a fixed term basis for up to two years, would enable these challenges to be met. The job description and person specification for the proposed post were attached to the officer's report at Appendix C.

The report provided detail on the financial implications of the proposed post, alternative options considered and the associated risks. It was noted that the proposal had been the subject of consultation with trade unions and relevant staff.

***RESOLVED –**

1. That the establishment of an additional Assistant Premises Manager post be approved.
2. That the Arts and Venues Manager, in consultation with the Human Resources Manager, be authorised to recruit to the additional Assistant Premises Manager post.
3. That the supplementary estimate to meet the costs of the new post, as detailed in paragraph 8.9 of the officer's report, be approved.

REASON FOR DECISIONS

To improve the operation of the Venues in order to provide a better service to visitors and residents of the town and borough.

This page is intentionally left blank

For publication

People Plan 2019 - 2023

| | |
|--------------------|--|
| Meeting: | Joint Cabinet and Employment and General Committee |
| Date: | 17 December 2019 |
| Cabinet portfolio: | Cabinet Member for Business Transformation and Customers |
| Report by: | Assistant Director - Customer, Commissioning and Change |

For publication

1. Purpose of report

- 1.1 This report sets out the Council's proposed refreshed workforce strategy, known as the 'People Plan 2019 - 2023'.

2. Recommendations

- 1) Joint Cabinet and Employment and General Committee recommends that full Council approves and adopts the People Plan 2019 – 2023.

3. Background

- 3.1 The Council's workforce strategy was approved in 2016. It identified a range of projects and actions relating to the ongoing development of our workforce and good progress has been made in its delivery.
- 3.2 Actions such as introducing competency frameworks, implementing the voluntary living wage, strengthening performance management processes and increasing training and apprenticeship opportunities have resulted in the Council achieving increased employee survey results, Investors in People recognition at silver accreditation, and a reduction in formal capability and disciplinary action.
- 3.3 Work has been undertaken to refresh the Workforce Strategy and to develop a delivery plan which will ensure our workforce are trained and supported to achieve the Council's ambitions for Chesterfield Borough, as set out in the newly adopted Council Plan. A revised workforce strategy has been developed, known as the People Plan 2019 – 2023 and is attached as Appendix 1. The strategy has been informed by a wide range of data, including:
 - 3.3.1 Local Government Association research completed with the University of Birmingham – The 21st Century Public Servant
 - 3.3.2 Investor in People assessor recommendations
 - 3.3.3 Employee engagement feedback
 - 3.3.4 Internal analysis of gaps in our existing workforce skills, and
 - 3.3.5 Chesterfield Borough Council employee demographic data
- 3.4 There are five strategic priorities which form the People Plan. Successful delivery of these priorities will enable the Council to continue to build a high-quality workplace, where our workforce is able to contribute to their best potential. The strategic priorities are:

- 3.4.1 Developing great leaders
- 3.4.2 Managing change well
- 3.4.3 Developing capacity and skills
- 3.4.4 Supporting employee wellbeing
- 3.4.5 Recognition and Reward

- 3.5 A summary of the strategy document has also been prepared and professionally designed. This will be used as an internal document for our workforce and clearly sets out what we want to achieve, what we have done so far and what we intend to do over the next four years.
- 3.6 A detailed annual delivery plan supports this activity and performance against it will be monitored corporately. The plan for 2019 – 2020 is attached as Appendix 2.

4.0 Human resources/people management implications

- 4.1 The People Plan will support the Council to continue to develop its workforce, enabling creative, flexible and productive ways of working.

5.0 Financial implications

- 5.1 There are no additional financial implications created by this strategy.
- 5.2 Training and development activities are funded through the Centralised Training Budget, which is set annually. Training and development needs are prioritised by the Corporate Management Team to ensure that funding levels remain appropriate.

6.0 Legal and data protection implications

6.1 There are no legal or data protection implications relating to the revised workforce strategy.

7.0 Consultation

7.1 The HR and Support Services Manager has consulted widely in the development of the People Plan. In addition to data led actions, our managers and employees have been asked to recommend future strategic priorities and actions and these suggestions have also informed the strategy.

8.0 Risk management

| Risk | Likelihood (H/M/L) | Impact (H/M/L) | Mitigating action |
|--|--------------------|----------------|---|
| Failure to achieve targets in relation to the workforce | M | M | Regular monitoring by officers and members. Remedial action (including re-allocation of funding) where achievement is under threat. |
| Failure to complete projects on time/budget/to quality standards | M | M | Monitoring by the HR and Support Services Manager and the Workforce Strategy task group. Regular feedback on progress will be provided to the |

| | | | |
|--|--|--|---|
| | | | Corporate Management Team and Finance and Performance Board |
|--|--|--|---|

9.0 Equalities Impact Assessment (EIA)

9.1 The People Plan aims to address the equalities profile of the Council and identifies the key issues facing the Council in relation to its workforce. The existing workforce strategy EIA has been refreshed. As the actions identified in the People Plan are implemented, further EIA's will be undertaken to identify equality issues within each major project.

10.0 Alternative options and reasons for rejection

10.1 The council could choose not to adopt a strategy for the development of its workforce. However, the lack of co-ordination and consistency resulting from this approach will have a detrimental impact on the effectiveness and the cost of training and development. It would also be difficult to measure performance. This option has therefore been rejected.

11.0 Recommendations

- 1) Joint Cabinet and Employment and General recommends that full Council approves and adopts the People Plan 2019 – 2023.

12.0 Reasons for recommendations

12.1 The People Plan provides the Council with a clear strategic framework within which decisions can be made about the allocation of its workforce and ensures that performance in

relation to the strategy can be managed and monitored effectively.

Decision information

| | |
|---|-------------------------------------|
| Key decision number | |
| Wards affected | All wards |
| Links to Council Plan priorities | To provide value for money services |

Document information

| | |
|--|--|
| Report author | Contact number/email |
| Rachel O'Neil | 01246 345833 Rachel.Oneil@chesterfield.gov.uk |
| Background documents | |
| These are unpublished works which have been relied on to a material extent when the report was prepared. | |
| <i>This must be made available to the public for up to 4 years.</i> | |
| Appendices to the report | |
| Appendix 1 | The People Plan 2019 - 2023 |
| Appendix 2 | The People Plan actions for 2019 - 2020 |

People Plan 2019-2023

Introduction

Chesterfield Borough is a great place to live, work, visit and invest. We want all our communities to share in the benefits of Chesterfield's success, enjoying healthy and active lives. We face a challenging time with further reductions in local government funding and an increasing demand for services. The People Plan helps us to support our achievement of the Council Plan and ensure we effectively invest and deploy our time, resources and energy to support key services and work with residents, partners and businesses to ensure that everyone in the borough can achieve their full potential.

Council Vision and Priorities

Our vision: Putting our communities first

The council four-year plan 2019-23 sets out a number of key priorities in delivering that vision. These are:

Making Chesterfield a thriving borough: to achieve this, our objectives for 2019-2023 are:

- Chesterfield Borough – A great place to live, work and visit
- Vibrant town centres
- Building a stronger business base
- Developing an inclusive approach to growth

Improving the quality of life for local people: to achieve this, our objectives for 2019-2023 are:

- Providing quality housing and improving housing conditions across the borough
- Improving our environment and enhancing community safety
- Helping our communities to improve their health and wellbeing
- Reducing inequality and providing support to vulnerable people

Providing value for money services: to achieve this, our objectives for 2019-2023 are:

- Becoming and staying financially self sufficient
- Using technology to make our services easier to access and deliver savings
- Investing in our staff to improve services and customer interaction

How we deliver our priorities is equally important and everything we do is guided by our values, which are embedded through our Performance Development process to reinforce their importance. Our values are:

- Customer focused – delivering great customer service, meeting customer needs.
- Can do – striving to make a difference by adopting a positive attitude.
- One council, one team –proud of what we do, working together for the greater good.
- Honesty and respect – embracing diversity and treating everyone fairly.

What is on the horizon?

Research by the LGA in 2018 focuses on how councils can respond to the challenges for local government: financial pressure, demographic change, technological developments, increased demand and changing expectations. What this means for Chesterfield is articulated in the council plan: working in different ways with partners, using technology and working smarter to continue to deliver services to our residents whilst also having the ambition to change the shape of the environment we live in.

This brings huge challenges for the workforce, not only in relation to the increased demand for services but also the new skills needed to adapt to new technology, partnership working and agile working.

Vision for our future workforce

To achieve our ambitions, we need a workforce that is flexible, innovative and responsive to change, putting our customers at the heart of what they do. We need great leadership that is visionary, ambitious and effective and leaders will need to develop new skills to lead us in a digital age.

We need to work with our partners to deliver in a more holistic way with reducing budgets. We need to work in different ways adapting our structure to meet the changing needs of the customer and push accountability and decision making to the frontline staff who work with our customers on a daily basis.

We will need to review our approach to job design and pay and reward and embed the skills needed from a 21st Century public servant. We need to embed systems thinking and take a holistic approach focusing on outcomes rather than processes. For our staff this will mean moving from a task-based job description to an outcome focused role profile with achievement of objectives at the core. We need to make it easier for our customers to interact with us and our staff will need to develop new skills to enable our customer journey.

We need to develop and retain talent and we will use our apprenticeship levy to maximise the opportunities not only for internal candidates but for new recruits too. We will support the wider economy and schools and promote local government as an exciting career choice through careers fairs, placements from colleges and mentoring of young people.

Expectations of employers and prospective employees have changed and a younger workforce expects to feel valued and engaged at the outset of their employment, not after they have served their time. We need to provide a work environment where managers are able to provide leadership for a truly diverse workforce and adapt to working in an agile way.

What we have achieved so far

We have made great progress over the last five years, moving from a bronze achievement under the old Investor in People standard to silver accreditation in January 2018 under the new 6th generation standard.

The Workforce Strategy priorities for 2015-19 were:

- Pay and reward

- Leadership, skills and abilities
- Talent management
- Employee engagement
- Health and wellbeing

During the last five years the council has achieved many of its people objectives including:

- Introduced a competency framework for managers at service manager level and above to ensure consistency of approach to management and to ensure that staff know what to expect of their manager
- Invested in Human Resources and Learning and Development Business Partners to provide support to managers on a wider range of issues
- Implemented an online learning platform with a wide range of e-learning courses and developed an online Performance and Development Review process to increase visibility of the process and enhance consistency
- Reviewed pay and reward and, guided by the Living Wage Foundation, we have implemented the Voluntary Living Wage ensuring our staff are paid a wage that meets the cost of living, not just the government minimum
- Established a health and wellbeing partnership to promote initiatives to improve employee health and wellbeing e.g. yoga, mindfulness, weight loss, mental health awareness
- Delivered face to face training for over 70 managers on employee related policies
- Developed policy toolkits for managers and publicised on aspire

These achievements have led to better outcomes as evidenced by our employee survey. Increased employee survey results in 52 out of 65 areas including:

- Enjoying working for the council
- A positive work environment with 65% of employees feeling they can achieve a healthy work/life balance, a 10% increase over the last 5 years
- Understanding the council's objectives and purpose where between 72-80% of employees understand the council vision and priorities and 91% understand the council values
- The overall trend of managers recognising and rewarding good performance and dealing with poor performance is positive but still low at 63% and 55% respectively
- Where team meetings are being held these are improving communications with positive trends being demonstrated however only 54% of employees feel 121's help them, and core briefs are clearly not being discussed in some teams
- Aspire intranet is positively helping employees find information they need and keeping them informed about what's going on in the council with figures up 17% and 23% respectively.

- Equality and diversity results remain high with 84% of employees confirming they understand the council's equality and diversity policies and how they affect their role; 66% of people believe the council's recruitment and selection policies are clear, fair and transparent a 15% increase in the last 5 years

Despite these achievements there is more to do as our latest employee survey results confirm. Key areas for further work include:

- **Workload and capacity challenges** – although 77% of employees feel they can usually manage their workload, 23% still feel unable to which is reflected in the comments section of the survey.
- **Management style** – need to move to a coaching and supportive style. Figures have remained fairly static over the last 5 years in response to 'my manager gives me the support and guidance I need to do my job' with only 69% of employees responding positively to this.
- **Leadership visibility and trust** – whilst over 70% of employees understand the council's objectives and vision, only 47% feel the council's leadership provides a clear strategic direction for the council. Only 28% of employees feel that SLT understand the reality of doing their job and only 30% feel councillors are supportive of the work they do, both a negative trend. Further downward trend is demonstrated in the 37% who feel the council is managed well.
- **Change management** – only 27% of employees felt that change is managed well in the council.
- **Tools for the job** – communication in frontline areas needs to be addressed - only 27% of those with without access to the internet feel they receive relevant communications and only half the workforce feel that communication about what is happening in the council is communicated effectively to them. Concerns regarding provision of ICT equipment raised will be addressed by the digital transformation programme.
- **Perceived lack of care and concern** – 39% of employees feel the council shows genuine care and concern for them
- **Feeling valued** – only 47% of employees feel their PDR recognises their contribution and makes them feel valued and only 52% feel the PDR helps them set clear objectives and development goals
- **Learning & Development** – although 62% of employees are aware of the L & D opportunities available to them and 55% feel they are able to access appropriate L & D, only 63% believe their managers are supportive and 53% believe that L & D offered doesn't help them in their role.
- **Health & Safety** – overall positive results however access to Occupational Health and Mental health support remain a concern.

Investor in People Recognition

In 2017 the council took the decision to continue to seek external accreditation for its people management practices through the Investor in People (IiP) process. The council was assessed in January 2018 and was accredited with the Investor in People Silver Award.

Investor in People Process

The accreditation process was completed over a three-month period starting with the planning phase e.g. relevant organisational data was submitted to the assessor; followed by an online survey issued to all 953 Elected Members and Employees to seek their views on the people practices of the council. The online survey was completed by 375 people across the council. This was followed up by a context meeting with the Chief Executive and representatives from the Senior Leadership team who positioned the organisation's activities and aspirations against the new IiP standard as a baseline. The survey results, organisational metrics and findings from onsite visits and interviews with 29 employees were used to assess the council. The final report was formally presented to the council in March 2018.

Assessment findings

The range of collated evidence was assessed against nine themes and a rating of Developed, Established, Advanced or High Performing awarded. The assessment revealed seven areas of developed and established practices across the council along with two areas of advanced performance. The nine areas assessed were:

| | |
|---|-------------|
| 1. Leading and inspiring people | Developed |
| 2. Living the organisations values and behaviours | Advanced |
| 3. Empowering and involving people | Established |
| 4. Managing performance | Established |
| 5. Recognising and rewarding performance | Developed |
| 6. Structuring work | Advanced |
| 7. Building capability | Established |
| 8. Delivering continuous improvement | Established |
| 9. Creating sustainable success | Established |

The assessors report highlighted many strengths, in particular the way the council has demonstrated living the organisation's values and structuring work evidenced by the Advanced rating achieved and the way in which well-established processes are embedded to empower individuals, manages performance and creates sustainable success.

The assessment found that there were two key areas for further improvement to meet the council's ambitions i.e. leading and inspiring people and recognising and rewarding performance.

IiP Recommendations and areas for improvement

1. Developing a greater degree of measurement of the leadership and management effectiveness and consistency across CBC, using the competency framework already developed. This should be followed by a programme focused on developing leaders and

managers in line with the findings and to meet future capabilities needed across the organisation. It should be ensured that staff clearly understand what they can expect from their line managers in order to manage staff expectations.

2. An increase in regular team meetings across all service areas, this is a challenge in some areas and as a result there is some communication break down and frustrations amongst these areas. Ensure team meetings become consistent and are participative and used for improvement discussions, recognition and information sharing. It would be helpful to develop guidance for line managers and consider shadowing to ensure the quality of meetings is effective.
3. Build on the strengths of measuring activities and results at a strategic and departmental level, carrying this through to explore how this approach can be applied to a greater extent at individual level.
4. Recognition and Reward - the weakest area across the council. People understand the need for frugality and therefore the council needs to find alternative and more creative/innovative ways to recognise staff, along with driving a culture of appreciation at all levels. Review the current reward and recognition strategy in order that it is fit for the future and motivational for staff, recognising high performance.

These recommendations have informed some of the priorities in the People Plan.

Gaps in the workforce skills

HR Business Partners have undertaken a planning exercise with service managers to understand the implications of their service plans for the workforce and to establish service area 'People Strategies'. These strategies underpin the corporate People Plan and articulate the following:

- State of People Metrics 2019
- Top urgency drivers
- Top five HR/L & D initiatives
- Top five to seven underlying beliefs and assumptions
- State of people metrics 'to be' in 2020

The key people metrics explored were:

- Successor coverage for key positions
- Employee engagement
- Retention of critical talent
- Absence per employee

The main urgency drivers identified were:

- Recruiting the right staff with the right skills within the pay structure e.g. planners; ICT staff.
- Retaining key staff where there is a lack of progression opportunities
- High sickness absence in some areas having a detrimental impact on the wellbeing of the remaining workforce and customer service levels
- Lack of leadership skills at some levels of the organisation

- An aging workforce and issues related to succession planning
- Budget constraints and tight recruitment controls
- Historic lack of learning and development opportunities and time to allow training to keep employees skills current e.g. Word, Excel, digital skills
- Creating a flexible workforce to meet service needs
- Creating a succession plan
- Reduction in disciplinary/grievance casework
- Change management
- Performance management

Some of the key underlying assumptions of managers are:

- Recruiting apprentices will take time, be resource intensive and difficult
- Other parts of the organisation don't understand the teams work
- New technology will have an impact
- Time for team meetings is limited and difficult with part-time staff
- Performance Development Reviews are a waste of time
- Part-time staff don't want to be developed
- Employee development may not happen as quickly as employees expect
- Developing staff is pointless as they leave and go elsewhere for higher salaries
- Recruiting for specialist roles is difficult.

Conclusion

Developing service 'people strategies' has helped managers and the HR/L &D team understand the people related priorities and has enabled the development of this People Plan. Taking into account the evidence from our IIP review, employee survey, demographic data at Appendix 1 and research from the LGA it is hoped that our People Plan will support the council to achieve its goals and will lead to the following broad outcomes (see **Appendix 2** for a full list of metrics to be measured):

- Achievement of council plan objectives
- Higher employee engagement levels and reduction in sickness absence and casework
- Dispersed leadership at all levels of the organisation is recognised by our staff and reflected in their responses to employee survey and Investor in People
- Successors identified and trained for all roles to ensure continuity of service and business resilience
- Apprenticeships continue to be a key pillar of our development offer and enable our communities to secure a better future
- We are able to attract and retain specialist skills into the organisation
- Our workforce has been able to embrace the digital transformation in a positive way and customer expectations have been met
- Employees feel valued and rewarded and are happy in their work
- Transformational change is understood and everyone takes ownership
- Gold achievement Investor in People

The following details the priorities and our actions to achieve the outcomes above.

People Plan

Our strategic priorities for people 2019-2023



Our priorities have been identified from the preceding analysis. We have five priorities for our people plan – these are:

- Develop great leaders
- Manage change well
- Develop capacity and skills
- Support employee wellbeing
- Recognition and reward

Develop great leaders

What this looks like:

- Leaders exist at all levels of the organisation. Anyone who has people depend on them is a leader.
- Leaders are supported to deliver within their role and progress within the Council
- Expectations of leaders at all levels are made clear and consistent standards are applied
- Leaders at all levels are held accountable for delivering outcomes
- 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 leaders 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 our competency framework to ensure it resonates with the needs of the 21st century council and future roles. Support this with a toolkit of practical advice and guidance to support our employees.
- Develop our managers and nurture others within the organisation to become successful leaders
- Work with our leaders 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 managers at all levels in the delivery of council priorities
- Completed phase one of the Town Hall renovations to provide a better working environment for our employees

What we will do next:

- Deliver a phased review of services to see where digital technology can support efficiencies and service improvements
- Review different organisational structures to enable the council to continue to deliver great services once outsourced services are transitioned back in house
- Review job roles to move to a more outcome focused way of working, producing efficiencies and more joined up service delivery
- Review terms and conditions, ensuring we are able to address gender pay gaps and work life balance
- 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 managers to work differently
- Encourage a culture of continuous improvement (CI) and challenge by including CI as a 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.
- Complying with the Dying to Work charter, supporting 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
- Analyse gender pay gap reports and review our recruitment policy and procedures, making 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.

Workforce Data and Analysis of Activity

Analysis of current workforce

The profile set out below reflects the staffing position as at December 2018 and this section covers not only the composition of the workforce under a number of headings, but also on equality and diversity issues generally in the council and borough.

Clearly the demographics of the borough will have a bearing on our workforce both now and in the future. Chesterfield is a major centre of employment with over 48,000 people working in the borough and 21,000 inward commuters. The employment catchment area covers neighbouring authorities of Sheffield, North East Derbyshire and Bolsover and is the most important source of employment for residents of Chesterfield with over 31,000 working in the borough and 17,000 travelling out of the borough for work.

The estimated population in 2017 was 104,579 people, some 779 up on the 2011 census however population growth has slowed, in part due to the economic challenges presented by the lack of employment opportunities. Chesterfield Borough Council remains one of the larger employers although competition from neighbouring authorities especially for key roles remains and issue.

Workforce and gender balance

At December 2018 the total workforce numbered 944 employees which equates to a Full Time Equivalent staffing of 702.03. The workforce split based on **gender** is:-

| Gender | Percentage of all employees | Percentage of full-time employees | Percentage of part-time employees * |
|---------------|------------------------------------|--|--|
| Female | 44.8% | 29.4% | 67.8% |
| Male | 55.2% | 70.6% | 32.2% |
| Total | 100% | 100% | 100% |

* *part-time employees = those who work less than 37 hours per week*

These figures reflect the nature of the types of services currently delivered by the council and the traditional roles played by men and women. Having retained the Operational Services Division i.e. trades, Building Cleaning Services, these services tend to have a traditional demographic e.g. trades are mainly men earning a higher salary working full-time and cleaners are predominantly women earning a lower salary working part-time. The figures also demonstrate that it is mainly women who are employed in part-time roles. The recent State of the Borough report also reports that in 2011 there were more men employed in full-time roles than women in the Borough. This is also reflected in our gender pay gap data below.

Gender Pay Gap

Since March 2017 all public sector organisations have been required to publish pay Gender Pay Gap data. The Council Gender pay gap figures reported at 31st March 2018 show a gender pay gap of 15.7%. This is slightly lower than the previous year figure of 17.2%

| Gender | Lower quartile | Lower middle quartile | Upper middle quartile | Upper quartile | Mean rate of pay | Median rate of pay |
|-------------------------------------|----------------|-----------------------|-----------------------|----------------|------------------|--------------------|
| Male | 38.91% | 52.42% | 54.47% | 72.22% | £13.88 | £13.38 |
| Female | 61.09% | 47.58% | 45.53% | 27.78% | £11.70 | £10.13 |
| Gender pay gap – mean/median | | | | | 15.7% | 24.3% |

These figures show that for every £1 earned by a male employee a woman earns 75p. In the Council women occupy 27.8% of the highest jobs and 63.3% of the lowest paid jobs. Bonus pay earned by trades as an integral part of their wage has a disproportionate effect on gender pay statistics as only 0.2% of women earned a bonus compared to 28.5% of men.

Compared to other councils in the area our gender pay gap is the highest:-

- Derbyshire County Council 13.7%
- Amber Valley Borough Council 5.4%
- Bolsover District Council 4.0%
- Northeast Derbyshire Council 9.7%

The figures above demonstrate that there is a gender imbalance at specific grades with more women in the lower grades and more men in senior management posts however the council is making continued progress in addressing this having recently appointed a female Executive Director. However further work is required to fully understand the reasons for our gender pay gap and this is reflected in our People Plan.

Pay scales and age/gender balance

As far as the **age** of the workforce at CBC is concerned the figures below demonstrate that 55% of the workforce is over 45 years of age and over a quarter (28.5%) is aged 55 and over.

| Age Group | Percentage of Employees | Chart |
|-------------------|-------------------------|-------|
| Under 18 years | 0.5% | |
| 18 -24 years | 7.6% | |
| 25 - 34 years | 15.5% | |
| 35 – 44 years | 19.9% | |
| 45 – 54 years | 28.1% | |
| 55 – 64 years | 24.6% | |
| 65 years and over | 3.8% | |

Chesterfield Borough Council has two different sets of terms and conditions these being NJC Green Book and NJC Red Book. All craft grades are paid on NJC Red Book conditions. The pay

scale distributions shown below by gender exclude craft grades and are pre-April 2019 changes to scales:-

| Pay Scale | % of total workforce at this scale | % at this scale <18 | % at this scale 18-24 | % at this scale 25-34 | % at this scale 35-44 | % at this scale 45- 54 | % at this scale 55-64 | % at this scale > 65 |
|--------------------|------------------------------------|---------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|----------------------|
| Scale 1 | 7.5% | 0% | 7.3% | 7.3% | 10.9% | 30.9% | 41.8% | 1.8% |
| Scale 2 | 3.4% | 0% | 8.3% | 12.5% | 16.7% | 25% | 25% | 12.5% |
| Scale 3 | 14.5% | 2.9% | 21.6% | 14.7% | 14.7% | 14.7% | 23.5% | 7.8% |
| Scale 4 | 15.4% | 0.9% | 9.3% | 11.1% | 13% | 28.7% | 32.4% | 4.6% |
| Scale 5 | 17.9% | 0% | 7.9% | 19% | 26.2% | 20.6% | 24.6% | 1.6% |
| Scale 6 | 10.1% | 0% | 1.4% | 12.7% | 29.6% | 35.2% | 21.1% | 0% |
| Scale 7 | 11.3% | 0% | 1.3% | 12.7% | 16.5% | 38% | 26.6% | 5.1% |
| Scale 8 | 6% | 0% | 0% | 2.4% | 26.2% | 38.1% | 33.3% | 0% |
| Scale 9 | 6.4% | 0% | 0% | 8.9% | 26.7% | 44.4% | 17.8% | 2.2% |
| Scale 10 | 1.7% | 0% | 0% | 0% | 16.7% | 41.7% | 41.7% | 0% |
| Scale 11 | 2.6% | 0% | 0% | 0% | 44.4% | 33.3% | 22.2% | 0% |
| Scale 12 | 1.6% | 0% | 0% | 0% | 0% | 54.5% | 45.5% | 0% |
| Scale 13 and above | 1.65 | 0% | 0% | 0% | 9.1% | 45.5% | 45.5% | 0% |

The figures above show the following:

- 69.2% of the total workforce work in scales 3-7. And of these:
 - 43% of scale 1 (cleaners) are over age 55
 - 37.5% of scale 2 (cleaners) are over age 55
 - 31% of scale 3 (cleaners) are over age 55
 - 65.7% of scale 4 are over age 45
 - 46.8% of scale 5 are over age 45
 - 56.3% of scale 6 are over age 45
 - 69.7% of scale 7 are over age 45

This clearly demonstrates the ageing workforce and is a critical issue for us to address through our review of recruitment and succession planning in our People Plan actions.

Disability

Figures for **Disability** are reliant on individuals being prepared to identify themselves as having a disability and therefore are not a reliable indicator however the number of people identifying as having a disability at December 2018 were 7.8% of the workforce.

Ethnicity

In terms of **Ethnicity** 92.4% of the workforce are White British, 4.2% are unknown leaving a small percentage making up other ethnic groups. This reflects closely the demography of the Chesterfield Borough population which was recorded in 2011 as 94.9% White British and supports our goals to ensure our workforce reflects our communities. Our recruitment policy will be reviewed as part of our year one action plan.

| Ethnicity | Percentage of Employees |
|------------------------|--------------------------------|
| Black African | 0.2% |
| Black Caribbean | 0.2% |
| Indian | 0.1% |
| Irish | 0.2% |
| Italian | 0.4% |
| Other Mixed background | 0.7% |
| Other White background | 1% |
| Pakistani | 0.2% |
| Polish | 0.3% |
| White British | 92.4% |
| Unknown | 4.2% |

Turnover rate

In 2018/19 the council had 137 new starters and 126 leavers giving a turnover rate of 13.43%. All employees are offered an exit interview and during the last year 27 people took up that offer. Analysis of the exit interviews and reasons for leaving demonstrate a range of factors effect turnover and HR Business Partners will be working with each service area to address these through service people strategies.

Leavers were from the following services:

| | Number | Key reasons |
|-----------------------------------|---------------|---|
| Arts & Venues | 26 | Restructure |
| Commercial services | 44 | Dismissal/end of temporary contract /better job prospects/death in service/retirement/ill health retirement/ Incapacity/normal retirement |
| Customers, Commissioning & Change | 3 | death in service/family domestic/retirement |
| Economic Growth | 7 | Apprenticeships ending and finding further employment elsewhere; better pay elsewhere |
| Policy & communications | 2 | Career development |
| Finance | 1 | Career development |
| Health & Wellbeing | 23 | High turnover figures due to age of workforce e.g. going off to university; higher pay elsewhere; |
| Housing | 20 | Voluntary Redundancy/Resignation/Career development |

Metrics to be used to measure success of People Plan

The following specific metrics will be measured to evidence our journey:

- Employee survey
- Investor in People
- Sickness absence data
- Achievement of measures in annual People Plan action plans

Employee survey

At least a 5% increase in responses to the following employee survey questions unless marked * where response rates are very low and a higher target has been set:

| Response rate overall | 59% | 64% |
|--|-----------------------|---------------------|
| People Plan priority | Response 18/19 | Target 21/22 |
| Develop great leaders | | |
| My manager gives me the support and guidance I need to do my job | 69% | 74% |
| My manager explains how my work contributes to service area and council objectives | 64% | 69% |
| My manager involved me and our team in decisions that affect us | 62% | 70%* |
| One to ones with my manager are useful to me | 54% | 75%* |
| I attend regular team meetings | 70% | 75% |
| The council's leadership provides a clear strategic direction for the council | 47% | 70%* |
| I feel the council as a whole is managed well | 37% | 60%* |
| My PDR meetings help me to set clear work objectives and development goals | 52% | 80%* |
| Manage change well | | |
| Generally, I feel changes are well managed in the council | 27% | 50%* |
| Overall, information about what is going on at the council is communicated to me effectively | 48% | 53% |
| Communication between teams is good | 26% | 50%* |
| Employees without access to the internet receive relevant information | 27% | 50%* |
| Develop capacity and skills | | |
| I am aware of learning and development opportunities available to me | 62% | 67%* |
| I am able to access the appropriate learning and development opportunities when I need to | 55% | 60%* |
| My manager positively supports appropriate learning and development | 63% | 80%* |
| Learning and development has helped me do my job better | 53% | 75%* |
| Support employee wellbeing | | |
| I have the resources I need to do my job | 69% | 74% |
| I can usually manage my workload | 77% | 82% |
| The council shows genuine care and concern for me | 39% | 60%* |
| The council enables me to achieve a healthy work-life balance | 65% | 70% |

| | | |
|---|-----|------|
| I understand and am able to access OH provision when I need to | 81% | 86% |
| Issues raised in my stress risk assessment were followed up | 32% | 70%* |
| Reward and recognition | | |
| I feel the council values the work I do | 47% | 70%* |
| Councillors are supportive of the work staff do | 30% | 60%* |
| My PDR meetings recognise my contribution and make me feel valued | 47% | 70%* |
| My manager gives me regular and helpful feedback about my work | 59% | 75%* |
| My manager recognises and praises good performance | 63% | 68% |
| My manager recognises and deals with poor performance | 55% | 60% |

Investor in People

Each theme can achieve a rating of Developed, Established, Advanced or High Performing.

If the council wishes to achieve a Gold accreditation this would require a rating of **Advanced** across all themes which would be a significant challenge in less than 2 years.

At the time of re-accreditation in January 2021 council to achieve improvement on scores achieved in 2018 where marked *:

| | | |
|---|-------------|-------------------|
| Increased response rate to Investor in People survey | 39% | 50%* |
| Theme | 2018 | To be 2021 |
| Leading and inspiring people | Developed | Established* |
| Living the organisations values and behaviours | Advanced | Advanced |
| Empowering and involving people | Established | Advanced* |
| Managing performance | Established | Advanced* |
| Recognising and rewarding performance | Developed | Established* |
| Structuring work | Advanced | Advanced* |
| Building capability | Established | Advanced * |
| Delivering continuous improvement | Established | Advanced* |
| Creating sustainable success | Established | Established |

Sickness absence rates 2018/19 by service area:

| Service area | Average working days lost per employee 18/19 (AWDL) | Target AWDL 21/22 |
|-------------------------------------|---|-------------------|
| Arts & venues | 9.21 | 8 |
| Commercial services | 14.93 | 10 |
| Customers, Commissioning and Change | 20.69 | 10 |
| Economic growth | 3.84 | <2 |
| Policy & communication | 5.02 | <2 |
| Health & wellbeing | 10.95 | 8 |
| Housing | 18.27 | 10 |
| Finance & resources | 1.46 | <2 |
| Total | 14.00 | 8 |

This page is intentionally left blank

People Plan – 2019/20

Priority 1 - Develop great leaders

What success looks like – Expectations of leaders at all levels are made clear and consistent standards are 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 will we do? | By when? | Who? | Cost? | What difference will it make? |
|---|--|---|--|---|
| <p>Page 33</p> <ul style="list-style-type: none"> • Further develop the competency framework to ensure it resonates with the needs of the 21st century council and future roles and support this with a toolkit of practical advice and guidance to support our employees • 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 manager induction programme to ensure new entrants or promotees have the skills and knowledge to succeed • Analyse PDR data to ensure consistency of approach and markings and coach managers on 'quality' discussions, | <ul style="list-style-type: none"> • March 2020 • December 2019 • August 2019 • October 2019 • On-going | <ul style="list-style-type: none"> • HR/L & D/employees • CMT/HR • HR/L&D/ Service managers • HR/L&D/ employees • HRBP's | <ul style="list-style-type: none"> Time Time Time Time Time | <ul style="list-style-type: none"> Managers will be clear of the standards we expect and will be supported to reach the standards of a 'good' leader/manager Risks to service delivery will be mitigated and careers opportunities will be enhanced Retain valuable employees by providing enriching development opportunities and career progression New managers will understand what is expected of them and have the tools to do the job Employees feel that performance management processes are fair and transparent as evidenced by the employee survey; Performance across |

| | | | | |
|--|--|--|----------------|--|
| <p>supporting them to take action where appropriate to address underperformance</p> <ul style="list-style-type: none"> Implement a development programme for the senior leadership team utilising the Thomas International PPA psychometric reports as the basis of the development | <ul style="list-style-type: none"> March 2020 | <ul style="list-style-type: none"> SLT/HR | <p>£15,000</p> | <p>the organisation improves; employee satisfaction with managers improves</p> <p>Leadership development is effective and tailored to specific individual needs.</p> |
|--|--|--|----------------|--|

Priority 2 – Manage change well

What success looks like – We work together to innovate and develop joint solutions. We use technology to support improved service delivery. We look at different models of service delivery. Employees are engaged, kept informed and involved 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 will we do? | By When? | Who? | Cost? | What difference will it make? |
|---|---|--|---|---|
| <p>Page 34</p> <p>Review services to see where digital technology can make a difference, providing detailed before and after road maps and engaging teams throughout the digital transformation</p> <ul style="list-style-type: none"> Review different organisational structures to enable the council to deliver services on a reduced budget Review job roles to move to a more outcome focused way of working, producing efficiencies and more joined up service delivery | <ul style="list-style-type: none"> ongoing January 2020 On-going | <ul style="list-style-type: none"> ICT/ HR / Services SLT/HR HR/CMT/ service managers | <p>Time/IT resource</p> <p>Time</p> <p>Time</p> | <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> |

| | | | | |
|--|---|--|------|---|
| <ul style="list-style-type: none"> • Provide change management training and tools for managers to prepare their teams for change • Engage staff on the people aspects of new 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. | <ul style="list-style-type: none"> • December 2019 | <ul style="list-style-type: none"> • HR/L&D/CM T | Time | The workforce will be supported through the transformational change that is being implemented and can learn from successes and from mistakes. |
| | <ul style="list-style-type: none"> • March 2020 | <ul style="list-style-type: none"> • HR/L&D/ Service managers | Time | The workforce will be supported through the transformational change that is being implemented and can learn from successes and from mistakes |
| | <ul style="list-style-type: none"> • On-going | <ul style="list-style-type: none"> • Service managers | Time | The organisation nurtures innovation and acts quickly to encourage new ideas. |

Priority 3 – Develop capacity and skills

What success 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 will we do? | By when? | Who? | Cost? | What difference will it make? |
|--|---|--|---------|---|
| <ul style="list-style-type: none"> • Using the LGA 'Emerging Leadership' content, we will develop an 'aspiring senior managers programme' incorporating appropriate skills for the future e.g. commercial skills, partnership working, working with members | <ul style="list-style-type: none"> • February 2020 | <ul style="list-style-type: none"> • L&D/CMT/ SLT | Time | This will ensure talented staff are motivated to remain with the council and have the skills to progress their careers; better outcomes for the council |
| <ul style="list-style-type: none"> • Utilising psychometric testing as a basis, implement a coaching and mentoring | <ul style="list-style-type: none"> • November 2019 | <ul style="list-style-type: none"> • L&D/CMT/ SLT | £10,000 | Managers will have a safe space to grow and develop; Mentees will have experienced Mentors to support them. |

| | | | | |
|--|---|---|------|---|
| <p>programme to support managers to develop their skills, different approaches and share best practice</p> <ul style="list-style-type: none"> 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 and make available to all staff to discuss their aspirations and explore the options available to them | <ul style="list-style-type: none"> July 2019 | <ul style="list-style-type: none"> L&D/CMT/SLT | £500 | Managers work collaboratively on shared problems; managers are involved in decision making processes |
| | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> L & D/Service managers | Time | Workforce access more development; employment opportunities for young people in the Borough; partnership working with other providers and colleges; supports strategic priority |
| | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> HR/L&D/Service managers | Time | Staff are clear on the career options available to them and can develop within the council |
| | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> L&D | Time | Staff have informal advice and guidance in a safe environment |

Priority 4 – Support employee wellbeing

What success looks like - Staff feel valued and supported and achieve a healthy work-life balance, with access to Occupational Health provision and supportive employment policies. 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.

| What will we do? | By when? | Who? | Cost? | What difference will it make? |
|--|---|---|---------------|--|
| <ul style="list-style-type: none"> Develop a health & wellbeing plan that incorporates all the support available to employees including the development of a Mental Health First Aid programme and supports the council's wider health and wellbeing strategy | <ul style="list-style-type: none"> March 2020 | <ul style="list-style-type: none"> HR/L&D/CMT/SLT | £5,000 | Staff will be clear on the support that is available to them to help them manage their health and wellbeing |
| Page 37 Make training on mental health issues, absence management and stress management mandatory for all managers throughout the organisation | <ul style="list-style-type: none"> From September 2019 | <ul style="list-style-type: none"> HR/L&D/CMT/SLT | Inc. in above | Managers will be clear on the appropriate policies and tools to use to support their staff |
| <ul style="list-style-type: none"> Transition staff from Arvato and Kier into the organisation ensuring they are supported and informed throughout the process | <ul style="list-style-type: none"> From January 2020 | <ul style="list-style-type: none"> Transition manager/HR/CMT | In budget | TUPE staff are inducted into the council, paid appropriately and are assimilated into the organisation well |
| <ul style="list-style-type: none"> Review Managing Stress at work policy and procedure to ensure it supports employee wellbeing and increases resilience | <ul style="list-style-type: none"> November 2019 | <ul style="list-style-type: none"> HR/CMT/SLT | Time | Employees feel the stress policy helps them manage their stress and increase resilience |
| <ul style="list-style-type: none"> Develop employee survey action plans with staff to address the key issues that affect them at work e.g. workload, communications, feeling valued | <ul style="list-style-type: none"> By October 2019 | <ul style="list-style-type: none"> Service managers/CMT | Time | Employee survey results improve year on year |
| <ul style="list-style-type: none"> Develop and monitor key employee performance metrics e.g. completion of casework, time to recruit to ensure | <ul style="list-style-type: none"> June 2019 | <ul style="list-style-type: none"> HR | Time | Vacancies are filled more quickly; casework is completed more quickly and speedy resolutions achieved to reduce stress on employees. |

| | | | | |
|---|--|--|--|--|
| vacancies are filled as quickly as possible and cases completed quickly | | | | |
|---|--|--|--|--|

Priority 5 – Recognition and reward

What success 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 will we do? | By when? | Who? | Cost? | What difference will it make? |
|--|---|--|---------|---|
| <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> March 2020 | <ul style="list-style-type: none"> HR/employees / SLT/CMT | Unknown | Employees are recognised and rewarded for high performance and staff members are motivated to perform to the best of their ability. |
| <ul style="list-style-type: none"> Consider Arvato/Kier terms and conditions to ensure there is no detriment to pay and reward | <ul style="list-style-type: none"> March 2020 | <ul style="list-style-type: none"> HR | Time | TUPE regulations are maintained |
| <ul style="list-style-type: none"> Analyse gender pay gap reports and make recommendations on a range of options to address the gap | <ul style="list-style-type: none"> December 2019 | <ul style="list-style-type: none"> HR/Policy & Comms AD | Time | Gender pay gap reduces; council becomes employer of choice |

This page is intentionally left blank