

**Approval of Chesterfield Borough Council's Workforce Strategy  
2015-19 (B350)**

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MEETING: JOINT CABINET AND EMPLOYMENT AND  
GENERAL COMMITTEE

DATE: 5 April 2016

REPORT BY: HR MANAGER- ARVATO PUBLIC SECTOR  
SERVICES

WARD: ALL

COMMUNITY FORUM: ALL

KEY DECISION REFERENCE (IF APPLICABLE): 598

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FOR PUBLICATION

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**1.0 PURPOSE OF REPORT**

- 1.1 At Chesterfield Borough Council we have ambitious plans in place for the delivery of high quality services to our residents, and we recognise that these plans can only be achieved if we develop and nurture a diverse, committed, motivated and highly skilled workforce.
- 1.2 The purpose of this report is for members to approve the Council's Workforce Strategy for the next four years and to consider recommendations related to reassessment against the Investors in People Standard.
- 1.3 The report also seeks agreement to the proposal to continue with the Investors in People review scheduled for June 2016 at a cost of £350 which would provide a further 18 months accreditation, with a further review of the continued assessment process based on cost during that time.

## **2.0 RECOMMENDATIONS**

- 2.1 That the Joint Cabinet and Employment and General Committee recommend that the full Council approve and adopt the Workforce Strategy.
- 2.2 That the Joint Cabinet and Employment and General Committee agree to the review of liP in June 2016 and agree to a further review of the ongoing cost commitment to this scheme.

## **3.0 BACKGROUND**

- 3.1 The Council's Workforce Strategy was initially approved by Cabinet on 5 October 2010. It identified a range of projects and actions required to support achievement of the Councils Corporate Plan. The workforce implications of each of these projects was assessed and built into the Workforce Plan.
- 3.2 Achievements against the Workforce Strategy 2012-15 include:
  - Development of a corporate development programme supporting all staff and managers with changes being made
  - Publication of a competency framework
  - A full review of the Employee Personal Development process
  - Formation of Project Academy which led to an award for **“Best Employee & Equality Initiative”**
  - Bronze accreditation of the Investors in People standard
  - Introduction of a ‘Lean’ culture within the organisation
  - As part of the “Skills Pledge”, delivery of a functional skills programme
  - A change management programme rolled out to all employees called “Change and Art of Being Your Best”
  - As part of the developing talent programme several accredited programmes were delivered leading to the ILM (Institute in Leadership) at levels 2/3 and 5
  - An award from Leicester College for **“Awards to Industry 2012”** for commitment to learning & development
  - Provision of support to all staff by offering Stress Awareness training which was aimed at employee and managers at all levels
  - Development of a mentoring programme to support and develop employees

- Improved employee ICT skills by offering the Microsoft Office suite of training
- Delivery of corporate related training and supported individuals with training for job related progression as identified through the Employee Personal Development (EPD) process.

#### 4.0 **KEY PRIORITIES IDENTIFIED WITHIN THE STRATEGY**

4.1 In order to support achievement of the 2015-2019 Corporate Plan, the Council's Workforce Strategy (see appendix 1) was rewritten with priorities being taken from the employee survey, the council plan, Investors in People and input from the workforce strategy group. These are:

- **Pay and reward** – we need a pay and reward structure that makes CBC an employer of choice, allowing us to attract, retain, motivate and develop staff with the skills we need. The structure also needs to be fair and affordable in light of the increased financial pressures that the council faces.
- **Leadership, skills and capabilities** – we need a workforce that has the right skills and capabilities to deliver our Council Plan priorities. This means continuing to invest in the development of all staff and elected members, to enhance existing skills and develop further in areas such as commercial awareness and partnership working. We will need to be able to use the skills our staff have more flexibly, to improve our resilience and enable us to respond quickly to change. And we need our leaders to model the one council, one team value throughout the organisation.
- **Talent management** – we need to attract, nurture and grow talent in order that we continue to have people available to fill the roles we need. We will develop talent both through specific programmes to attract skills into the organisation, and by identifying and growing existing staff with potential. We will need business plans for all service areas to be clear about their future skills needs and how they will develop talent to meet those needs, including clear succession planning.
- **Employee engagement** – we need to maximise the numerous benefits of having engaged employees and reflect this need in our developing operating model for the council. Our managers play a critical part in engaging with their teams, improving the flow of information and feedback through the council and empowering staff to improve their services.

- **Health and wellbeing** – we want to improve the health and wellbeing of all staff, recognising both our duty of care and the benefits of a healthy workforce. We want to ensure our staff have access to support when required and promote and incentivise activities to improve physical and mental health
- 4.2 The strategy has been prepared as a document to focus and guide activities with a more detailed action plan that will be regularly updated. Where necessary, through the workforce strategy group in place within the GPGS governance, there will be further prioritisation of actions to fit available capacity.
- 4.3 In order for its priorities to become embedded and meaningful within the wider organisation, a one-two page summary with endorsement from the Cabinet member, Leader and Chief Executive will be prepared and used as part of the wider communication to support the GPGS transformation programme. This will also be supported by further refinement and development of the intranet pages that are already in place to support managers, who will play a critical role in delivery of this strategy.
- 4.4 Key metrics relating to staff and management engagement (using annual staff survey scores and EPD data), workforce profile (including absence and turnover) and learning and development will be pulled into the developing performance management framework to allow regular monitoring of those headline measures during the lifetime of the strategy.

## **INVESTORS IN PEOPLE**

- 4.5 Whilst the Investors in People standard provides a benchmark for organisations against which to assess people management activities and is fully supported, the ongoing costs versus perceived benefits can be prohibitive.
- 4.6 With the launch of the next generation standard of the liP Framework come new challenges for organisations adapting to the new model and the costs associated with ongoing assessment.
- 4.7 The new standard provides for assessment against 9 key areas under the headings of Leading, Supporting and Improving. The new performance model “creates a roadmap for continuous improvement” against the Standards framework. Progression through the model is achieved through four stages from ‘developed’ to ‘high performing’.

- 4.8 Whilst formal assessment against the framework is useful, the same results could potentially be achieved by embedding the practices and outcomes into the workforce strategy and self-assessing against the standard, setting targets for progression over the life of the strategy. The advantage of this would be a more structured approach and key tangible success measures. This would require further debate and discussion but provides a potential alternative solution at a time of budgetary constraint.

## **5.0 CONSULTATION**

- 5.1 Union involved in workforce strategy working group and workforce strategy has been to GPGS Board and Scrutiny Committee. The plan was presented to CMT in January 2016 for comments and suggestions have since been included in the strategy.

## **6.0 MONITORING AND NEXT STEPS**

- 6.1 A draft action plan has been produced which sets out the actions that need to be implemented in response to the key issues identified in the strategy. Once the strategy has been agreed, the timescales in the action plan will be reviewed and more detail included for implementation and review.
- 6.2 It is essential that the constitution of the workforce strategy group is reviewed on agreement of the strategy to ensure that the action plan can be embedded and implemented across the council.
- 6.3 Once agreed, the strategy will be reviewed on a quarterly basis with an annual report to Cabinet setting out progress against the Workforce Strategy and Action Plan.

## **7.0 FINANCIAL CONSIDERATIONS**

- 7.1 There are no additional financial implications involved in any of the standard organisational development activities. There will however be indirect costs associated with consultation and involvement arising from the action plan.
- 7.2 If new programmes are to be developed for aspiring future managers and high achievers, then further budgets will be required for this. At this stage, it is not known what the cost will be for these programmes.
- 7.3 Following implementation of the strategy, should the decision be made to go ahead with changes to the pay agreement (e.g. changes

to incremental rises, review of pay agreement) a further report would be submitted with full costings.

- 7.4 If the decision is made not to go ahead with the liP review in June 2016 at a cost of £350 there would still be a financial implication for the council in having to remove the liP logo from all stationery and communications which could outweigh the cost of the reassessment.

## **8.0 EQUALITIES IMPLICATIONS**

- 8.1 The Workforce Strategy aims to address the equalities profile of the Council and identifies the key issues facing the Council in relation to its workforce. As the action is implemented, further EIAs will be undertaken as necessary to identify any equality issues within each major project.

The full impact assessment previously carried out has been reviewed and is still relevant and is attached at Appendix 2.

## **9.0 RISK MANAGEMENT**

<b>Risk</b>	<b>Likelihood (H/M/L)</b>	<b>Impact (H/M/L)</b>	<b>Mitigating action</b>
Failure to achieve targets/outcomes in relation to the workforce e.g. staff survey scores, recruitment and development.	M	M	Regular monitoring by officers and members Remedial actions (including re-allocation of funding) where achievement is under threat
Failure to complete projects on time/ budget/ to quality standards.	M	M	Monitoring by HR Manager and Workforce Strategy Group. Where necessary, prioritise key actions and reduce scope of plan in order that critical success factors are still

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**10.0 RECOMMENDATION**

10.1 That the Joint Cabinet and Employment and General Committee recommend that the full Council approve the Workforce Strategy.

10.2 That the Joint Cabinet and Employment and General Committee approve the cost of reassessment against the liP standard in June 2016 and approve the review of ongoing liP assessment.

**11.0 REASONS FOR RECOMMENDATIONS**

11.1 To provide the Council with a clear strategic framework within which decisions can be made about the allocation of its workforce.

11.2 To ensure that the Council's performance in relation to its workforce strategy can be managed and monitored effectively.

KATE HARLEY - HR MANAGER

Further information on this matter can be obtained from Kate Harley on (01246 345366)

Officer recommendation supported.

Signed



Cabinet Member

Date: 31 March, 2016