

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

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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
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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