

## 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?
<ul style="list-style-type: none"> <li>Further develop the competency framework to ensure it resonates with the needs of the 21<sup>st</sup> century council and future roles and support this with a toolkit of practical advice and guidance to support our employees</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>HR/L &amp; D/employees</li> </ul>	Time	Managers will be clear of the standards we expect and will be supported to reach the standards of a 'good' leader/manager
<ul style="list-style-type: none"> <li>Work with managers to develop succession plans that address our skills shortages and increase our flexibility and resilience</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>CMT/HR</li> </ul>	Time	Risks to service delivery will be mitigated and careers opportunities will be enhanced
<ul style="list-style-type: none"> <li>Assess our workforce to identify future leaders using the 9-box grid and develop them appropriately</li> </ul>	<ul style="list-style-type: none"> <li>August 2019</li> </ul>	<ul style="list-style-type: none"> <li>HR/L&amp;D/ Service managers</li> </ul>	Time	Retain valuable employees by providing enriching development opportunities and career progression
<ul style="list-style-type: none"> <li>Design and implement a new manager induction programme to ensure new entrants or promotees have the skills and knowledge to succeed</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>HR/L&amp;D/ employees</li> </ul>	Time	New managers will understand what is expected of them and have the tools to do the job
<ul style="list-style-type: none"> <li>Analyse PDR data to ensure consistency of approach and markings and coach managers on 'quality' discussions,</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>HRBP's</li> </ul>	Time	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"> <li>Implement a development programme for the senior leadership team utilising the Thomas International PPA psychometric reports as the basis of the development</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>SLT/HR</li> </ul>	<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>
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## 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?
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>	<ul style="list-style-type: none"> <li>ICT/ HR / Services</li> </ul>	<p>Time/IT resource</p>	<p>Staff will have full ownership of the processes and changes and will embrace new ways of working</p>
<ul style="list-style-type: none"> <li>Review different organisational structures to enable the council to deliver services on a reduced budget</li> </ul>	<ul style="list-style-type: none"> <li>January 2020</li> </ul>	<ul style="list-style-type: none"> <li>SLT/HR</li> </ul>	<p>Time</p>	<p>The structure will support delivery of services in new ways fully utilising digital technology</p>
<ul style="list-style-type: none"> <li>Review job roles to move to a more outcome focused way of working, producing efficiencies and more joined up service delivery</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>	<ul style="list-style-type: none"> <li>HR/CMT/ service managers</li> </ul>	<p>Time</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"> <li>• Provide change management training and tools for managers to prepare their teams for change</li> </ul>	<ul style="list-style-type: none"> <li>• December 2019</li> </ul>	<ul style="list-style-type: none"> <li>• HR/L&amp;D/CM T</li> </ul>	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"> <li>• Engage staff on the people aspects of new ways of working e.g. remote working and agile working, training leaders to work differently</li> </ul>	<ul style="list-style-type: none"> <li>• March 2020</li> </ul>	<ul style="list-style-type: none"> <li>• HR/L&amp;D/ Service managers</li> </ul>	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"> <li>• Encourage a culture of continuous improvement (CI) and challenge by including CI standard item on the agenda of team meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>	<ul style="list-style-type: none"> <li>• Service managers</li> </ul>	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"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• February 2020</li> </ul>	<ul style="list-style-type: none"> <li>• L&amp;D/CMT/ SLT</li> </ul>	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"> <li>• Utilising psychometric testing as a basis, implement a coaching and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• November 2019</li> </ul>	<ul style="list-style-type: none"> <li>• L&amp;D/CMT/ SLT</li> </ul>	£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"> <li>• Develop a programme of manager seminars that encourage networking and sharing of best practice evaluating their impact on a regular basis</li> <li>• 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</li> <li>• Wherever possible we will identify a career path for each role to promote internal development and growth and aid employee retention.</li> <li>• Implement career pathway conversations and make available to all staff to discuss their aspirations and explore the options available to them</li> </ul>	<ul style="list-style-type: none"> <li>• July 2019</li> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> </ul>	<ul style="list-style-type: none"> <li>• L&amp;D/CMT/SLT</li> <li>• L &amp; D/Service managers</li> <li>• HR/L&amp;D/Service managers</li> <li>• L&amp;D</li> </ul>	<p>£500</p> <p>Time</p> <p>Time</p> <p>Time</p>	<p>Managers work collaboratively on shared problems; managers are 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>Staff are clear on the career options available to them and can develop within the council</p> <p>Staff have informal advice and guidance in a safe environment</p>
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#### 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"> <li>Develop a health &amp; 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</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>HR/L&amp;D/CMT/SLT</li> </ul>	£5,000	Staff will be clear on the support that is available to them to help them manage their health and wellbeing
<ul style="list-style-type: none"> <li>Make training on mental health issues, absence management and stress management mandatory for all managers throughout the organisation</li> </ul>	<ul style="list-style-type: none"> <li>From September 2019</li> </ul>	<ul style="list-style-type: none"> <li>HR/L&amp;D/CMT/SLT</li> </ul>	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"> <li>Transition staff from Arvato and Kier into the organisation ensuring they are supported and informed throughout the process</li> </ul>	<ul style="list-style-type: none"> <li>From January 2020</li> </ul>	<ul style="list-style-type: none"> <li>Transition manager/HR/CMT</li> </ul>	In budget	TUPE staff are inducted into the council, paid appropriately and are assimilated into the organisation well
<ul style="list-style-type: none"> <li>Review Managing Stress at work policy and procedure to ensure it supports employee wellbeing and increases resilience</li> </ul>	<ul style="list-style-type: none"> <li>November 2019</li> </ul>	<ul style="list-style-type: none"> <li>HR/CMT/SLT</li> </ul>	Time	Employees feel the stress policy helps them manage their stress and increase resilience
<ul style="list-style-type: none"> <li>Develop employee survey action plans with staff to address the key issues that affect them at work e.g. workload, communications, feeling valued</li> </ul>	<ul style="list-style-type: none"> <li>By October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Service managers/CMT</li> </ul>	Time	Employee survey results improve year on year
<ul style="list-style-type: none"> <li>Develop and monitor key employee performance metrics e.g. completion of casework, time to recruit to ensure</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	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				
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**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.**

<b>What will we do?</b>	<b>By when?</b>	<b>Who?</b>	<b>Cost?</b>	<b>What difference will it make?</b>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>HR/employees / SLT/CMT</li> </ul>	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"> <li>Consider Arvato/Kier terms and conditions to ensure there is no detriment to pay and reward</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>HR</li> </ul>	Time	TUPE regulations are maintained
<ul style="list-style-type: none"> <li>Analyse gender pay gap reports and make recommendations on a range of options to address the gap</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>HR/Policy &amp; Comms AD</li> </ul>	Time	Gender pay gap reduces; council becomes employer of choice

