

# People Plan 2019-2023



**CHESTERFIELD**  
BOROUGH COUNCIL

# Foreword

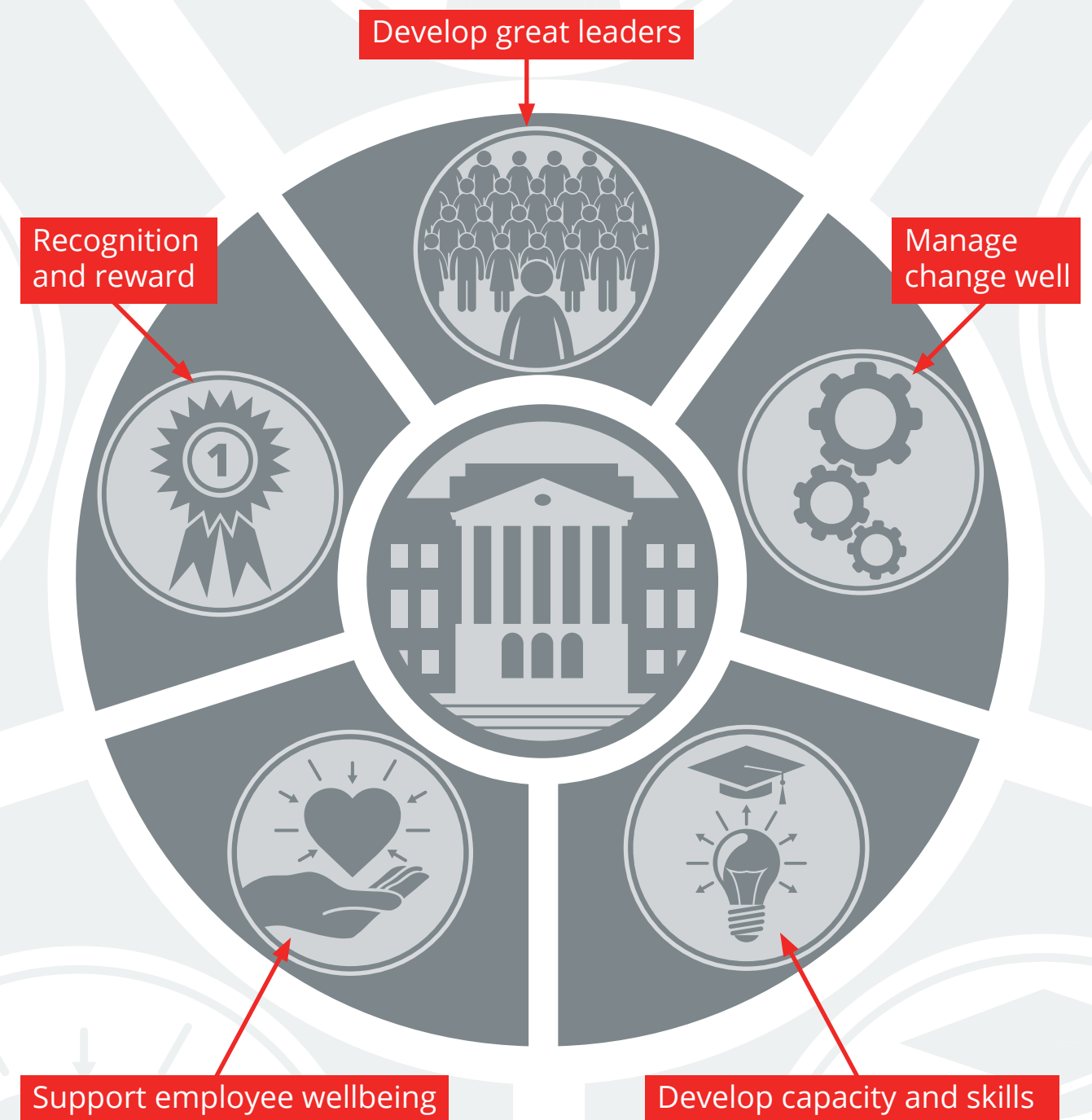
Our workforce is our most valuable asset and our success is highly dependent on the skills and commitment of our employees.

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

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

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

# Our strategic priorities for people 2019-2023





## Develop great leaders

### What this looks like:

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

### What we have done:

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

### What we will do:

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



## Manage change well

### What this looks like:

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

### What we have done:

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

### What we will do next:

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



## Develop capacity and skills

### What this looks like:

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

### What we have done:

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

### What we will do:

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



## Support employee wellbeing

### What this looks like:

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

### What we have done:

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

### What we will do:

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



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## Recognition and reward

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### What this looks like:

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

### What we have done:

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

### What we will do:

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

