

People Plan 2019 – 2023

Delivery plan for 2021/22

Priority 1 - Develop great leaders

What success looks like - Leaders at all levels of the council make the organisation's objectives clear. They inspire and motivate people to deliver and are trusted by people in the organisation.

What will we do?	What difference will it make?	Progress
<ul style="list-style-type: none">Work with managers to develop succession plans that address our skills shortages and increase our flexibility and resilience	Risks to service delivery will be mitigated and careers opportunities will be enhanced	<p>Workforce succession plans have been developed which focus on ensuring that service resilience is achieved throughout the Covid-19 pandemic. This has resulted in many members of our workforce receiving additional training in key areas such as administering Covid-19 grants and reliefs, providing support to bereavement services, supporting customer services delivery, and providing support to community activities such as food parcel delivery and medicine delivery.</p> <p>The Government Kickstart initiative has been introduced to provide wider skills support to twelve young people whilst also aiding succession planning within the Council's contact centre. It is extremely likely that many of these young people will be offered permanent positions within the Council once the Customer Services function is reshaped early in the 2022/23 financial year.</p> <p>Apprenticeships continue to be used to support succession planning, with the Council achieving recognition as a top 100 Apprenticeship provider. 34 apprenticeships are underway.</p>

<ul style="list-style-type: none"> Assess our workforce to identify future leaders using the 9- box grid and develop them appropriately Analyse PDR data to ensure consistency of approach and markings and coach managers on 'quality' discussions, supporting them to take action where appropriate to address underperformance 	<p>Retain valuable employees by providing enriching development opportunities and career progression</p> <p>Employees feel that performance management processes are fair and transparent as evidenced by the employee survey; Performance across the organisation improves; employee satisfaction with managers improves</p>	<p>The 9-box grid process has been implemented across services and 35 development plans are in place to accelerate the learning opportunities for identified staff. Honorarium opportunities, project involvement, specific learning and development and continued use of internal apprenticeships have enabled positive progress to be made.</p> <p>PDR's have been reviewed and refreshed to simplify the process and to include an overall rating of performance. Further continuous improvements will be implemented during 2022/23 as we learn from employee feedback as to what is adding value to the PDR conversation.</p> <p>Measuring and assessing performance was a top 5 theme in our Investors in People assessment, scoring 0.1 above the Investors in People average and 0.5 above our 2018 survey results. This reflects the coaching and support that has been given to our leaders to help them manage performance effectively and have meaningful conversations with people.</p> <p>Some members of our workforce have told us that they would like us to consider how our reward and recognition methods can better support 'high' performance and better reflect 'lower' performance. We will investigate this during 2022/23.</p>
---	---	--

Priority 2 – Manage change well

What success looks like – Change within the organisation is managed well, staff are engaged, positive and 'change ready'. Lessons are learned and employee survey results indicate improved satisfaction with the way change is managed.

What will we do?	What difference will it make?	Progress
<ul style="list-style-type: none"> • Through our OD approach, continue to review services to see where digital can make a difference, providing detailed before and after road maps engaging teams throughout the digital transformation • Review different organisational structures to enable the council to deliver services on a reduced budget • Continue to review job roles to move to a more outcome focused way of working to produce efficiencies and more joined up service delivery 	<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> <p>The workforce will be supported through the transformational change that is being</p>	<p>Good progress is being made to deliver the ICT improvement programme and channel shift remains on track (see Appendix D). Service areas are engaged in digital design and delivery and own the processes which are developed. The proposed new organisational development approach will ensure that service areas continue to review how digital improvements, alongside other areas for improvement can be made, identifying future projects for inclusion in the OD Programme.</p> <p>Service redesign continues across all directorates. A review of Tier 4 of the organisation has been completed. Training has been provided by the Local Government Association on a tool, known as Decision Making Accountability which can aid structure development by simplifying spans of control and management layers. This ‘tool’ has been used to support directorate reshapes in Housing and Customers, Revenues and Benefits. The overall FTE count across Chesterfield Borough Council has reduced by 20.12 FTE from Jan 21 to Mar 22.</p> <p>The Job Description template has been reviewed and updated to include the competency framework and outcome focused outputs. The HR business partners are working with managers to break down silos and ensure that processes are developed which are joined up across the Council. Key areas of focus during 2021 have been related to the Tier 4 restructure and the Housing reshape, with work currently underway to review the ASB policy, reshape Revenues and Benefits and join up Communications and Marketing activity.</p> <p>Change management training is provided to staff as digital technology programmes are initiated. HR business partners</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 developments to new ways of working post-pandemic e.g. hybrid working, training managers and staff to work differently • Encourage a culture of continuous improvement (CI) and challenge by including CI standard item on the agenda of team meetings. 	<p>implemented and can learn from successes and from mistakes.</p> <p>The organisation nurtures innovation and acts quickly to encourage new ideas.</p>	<p>act as a ‘critical friend’ to service areas as change is implemented. Lessons learned activity is also completed so that we can learn from our successes and mistakes. Webinars and managers bulletins have been regularly delivered throughout the Covid-19 pandemic, ensuring that the workforce feels supported. This work has been positively reflected in our Investors in People assessment.</p> <p>Ongoing support, regular training and regular engagement has been provided to the workforce whilst we have been working remotely during the pandemic. A ‘hybrid working’ project has now been initiated to shape our new ways of working as we emerge from the coronavirus pandemic. This project will form part of the Council’s OD programme and will continue into 2022/23.</p> <p>77.8% of our workforce agree with the statements in the Investors in People survey. Staff recognise that they are asked for ideas for improvement in their PDR’s and team meetings and that collaboration and sharing of good practice was a regular feature of how the organisation operated. The new Organisational Development approach which has been developed will provide more ‘structure’ to this process and will enable easy identification and communication of success.</p>
---	---	--

Priority 3 – Develop capacity and skills

What success looks like - People’s capabilities are actively managed and developed. This allows people to reach their full potential and ensures that the organisation has the right people at the right time for the right roles.

What will we do?	What difference will it make?	Progress
<ul style="list-style-type: none"> • Develop a programme of manager seminars that encourage networking and 	<p>Managers will have a safe space to grow and develop and</p>	

<p>sharing of best practice evaluating their impact on a regular basis</p> <ul style="list-style-type: none"> 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 	<p>share best practice, working collaboratively on shared problems and being 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>Manager seminars have been developed and delivered throughout 2021/22. These have been recorded and made available for all staff. Some manager working groups have been implemented – e.g. resources group, community wellbeing group, procurement, asset management – and this approach will continue into 2022/23</p> <p>Chesterfield Borough Council has continued to implement the apprentice programme, sourcing apprenticeship needs through our annual PDR process. Managers have been working with HR Business Partners on succession planning and the place of apprenticeship training in this planning. We continue to promote apprenticeships throughout the council; at managers seminars, workshops, team meetings and conferences and we will continue to take an ‘apprenticeship first’ approach to our recruitment. As the standards develop and further new standards are released, we will align these to our internal development offer.</p> <p>We have launched a virtual skills and careers platform, My Future , www.myfuture.org.uk to provide individuals, especially 16 -24 with continued access to careers information and employment support. Chesterfield Borough Council are leading the project, working in conjunction with D2N2 Careers Hub and Destination Chesterfield. Essentially the platform is a virtual exhibition that is 3D and 360°. The exhibition hosts up to 100 pods where businesses, local councils and training providers have the opportunity to showcase career and progression opportunities.</p> <p>Under the Apprentice Town initiative and to support economic recovery we have established a Chesterfield Provider Network that sees all Apprenticeship providers in Chesterfield come together on a 6-weekly basis. The network provides a platform for provider activity to align with</p>
---	---	--

<ul style="list-style-type: none"> Continue to provide career pathway conversations and make available to all staff to discuss their aspirations and explore the options available to them 	<p>Staff are clear on the career options available to them and can develop within the council, receiving informal advice and guidance in a safe environment.</p>	<p>Growth and Recovery plans and for a co-ordinated approach to the development of apprenticeships across the borough.</p> <p>As part of the Staveley Town Deal project and in partnership with developers we have developed a Construction Skills Hub, offering opportunities to our own apprentices to complete practical tasks as part of their apprenticeship which may be difficult in the real time workplace and enable recruitment needs to be filled in the local area.</p> <p>We have recruited 12 customer service assistants to work in our contact centre through the Government's Kickstart initiative.</p> <p>We continue to celebrate the success of all our apprentices with the presentation of Chesterfield Borough Council Achievement certificates and have regularly celebrated our apprentices and their achievements; during lockdown we have promoted videos, blogs and case studies on our apprentice successes to showcase the diversity of the CBC apprenticeship programme. We encourage our apprentices to become apprentice ambassadors and take part in events in the borough such as Round Table Meetings and partner with local schools.</p> <p>Career pathway conversations are available through our Learning and Development offer. They have been helpful for some staff to identify how their careers can progress, without the direct involvement of the employee's manager. In some instances, these conversations have enabled retention of employees who may have considered leaving the organisation. Take up of this offer has been low but has resulted in valuable feedback for both employee and employer.</p>
---	--	--

Priority 4 – Support employee wellbeing

What success looks like - Staff feel valued and supported and achieve a healthy work-life balance and work related absence levels reduce as a consequence of the measures in place

What will we do?	What difference will it make?	Progress
<ul style="list-style-type: none"> • Develop a health & wellbeing plan that incorporates all the support available to employees including the expansion of the Mental Health First Aid programme, which supports the council's wider health and wellbeing strategy • Make training on mental health issues, absence management and stress management mandatory for all managers throughout the organisation • Review Managing Stress at work policy and procedure to ensure it supports employee wellbeing and increases resilience • As a result of the IIP assessment in January 2022, review employee survey action plans with staff to address the key issues that affect them at work e.g. workload, communications, feeling valued 	<p>Staff will be clear on the support that is available to them to help them manage their health and wellbeing</p> <p>Managers will be clear on the appropriate policies and tools to use to support their staff</p> <p>Employees feel the stress policy helps them manage their stress and increase resilience</p> <p>Employee survey results improve year on year</p>	<p>This plan is in development and will be implemented in 2022/23. The mental health first aid programme has been expanded. An employee assistance programme is available so that staff have access to counselling and financial advice 365 days a year 24/7 as the communication survey completed in 2020 highlighted this was a concern for staff. Recognising that members also needed support during the pandemic, a referral process for Occupational Health was also made available.</p> <p>Mandatory training has been provided to managers on absence. Further training is being developed to support suicide prevention and mental health issues. Once fully defined, this will be made available to all managers.</p> <p>This policy is being reviewed currently.</p> <p>These meetings will take place in April 2022.</p>

<ul style="list-style-type: none"> Review key employee performance metrics e.g. completion of casework, time to recruit to ensure vacancies are filled as quickly as possible and cases completed quickly 	<p>Vacancies are filled more quickly; casework is completed more quickly and speedy resolutions achieved to reduce stress on employees.</p>	<p>Metrics are in place and performance is being monitored and reported to service director on a monthly basis.</p>
--	---	---

Priority 5 – Recognition and reward

What success looks like - Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best

What will we do?	What difference will it make?	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 Review Red Book terms and conditions providing options for senior leadership team to consider Analyse gender pay gap reports and review existing action plan making recommendations on a range of options to address the gap 	<p>Employees are recognised and rewarded for high performance and staff members are motivated to perform to the best of their ability.</p> <p>Informed decisions can be made on whether to pursue a full review</p> <p>Gender pay gap reduces; council becomes employer of choice</p>	<p>This activity has been paused to allow national negotiations relating to pay to be completed</p> <p>The review is in progress. Legal advice is being sought on the full range of options available and this will be shared with senior leaders once implications are fully understood.</p> <p>The gender pay gap reports are produced on an annual basis and actions plans are implemented. Progress against this area is reported to elected members and to central government</p>

--	--	--