

INVESTORS IN PEOPLE™

We invest in people



Feedback

Chesterfield Borough Council.

Project number: CEN-21-00158 Accreditation date: 16/01/2022

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Date: 20/01/2022



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You did it!

INVESTORS IN PEOPLE™ **We invest in people** Gold

You're at the Gold level of our We invest in people accreditation.

Detailed feedback and recommendations inside...

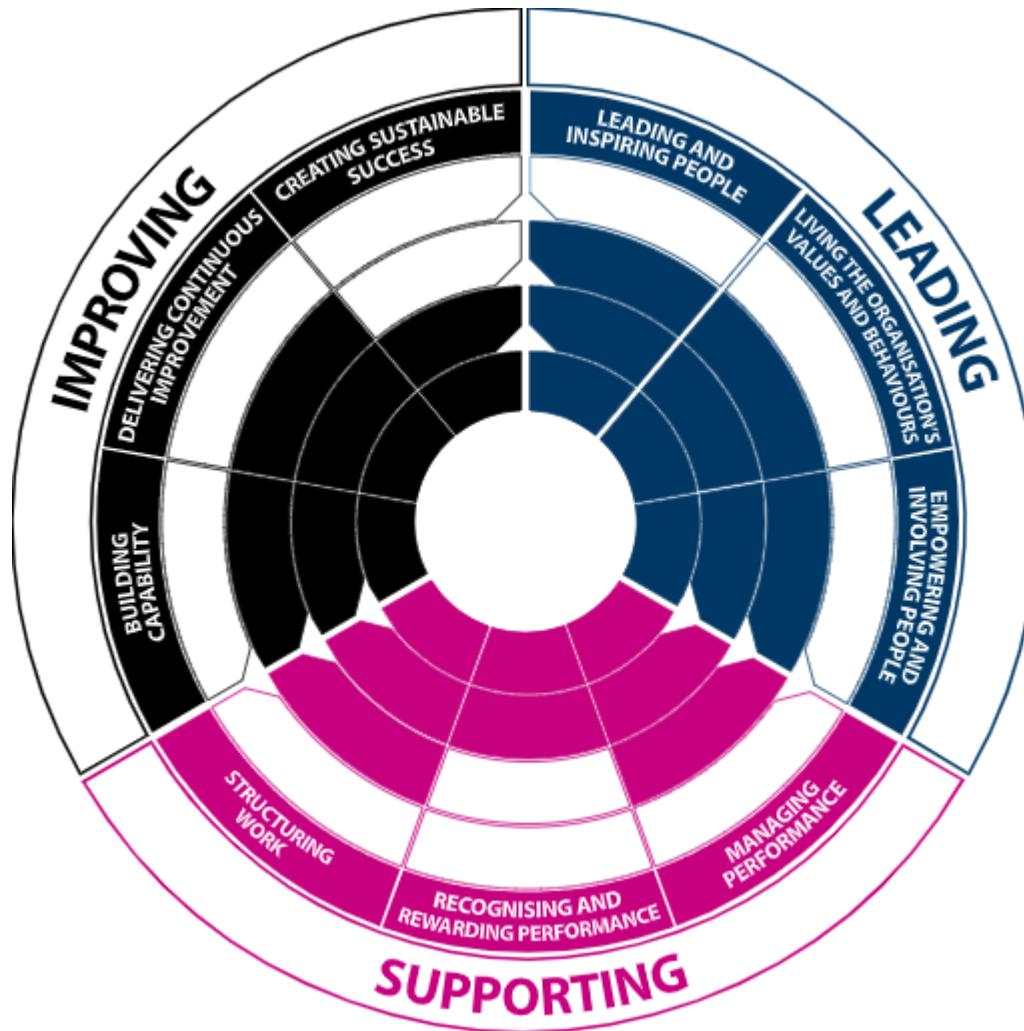
- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
20/01/2022	16/01/2023	16/01/2024	16/01/2025

At a glance

Final heatmap:



What to be proud of

- People said that leaders and managers had motivated them to deliver throughout all of the challenges of the pandemic and felt well-informed.
- Your people were able to articulate the organisation's values and they understood how they related to their respective roles. They referred to the competence framework in the interviews and understood how this was to be applied to the work they did.
- The evidence illustrated a culture of trust in the organisation, where people felt empowered and consulted and said that they had ownership over decisions within their roles - 87% agreed that they were trusted to make decisions (31.8% strongly). People felt the decision-making pilot had been implemented well.
- Managers valued the advice and input of the HR Business Partners, particularly in relation to performance management. They welcomed the guidance and training to support performance conversations as well as the revised approach to PDRs, including the introduction of the slimline version and the competence framework.
- Some teams referred to bespoke ways in which they encouraged recognition and celebration, such as the team that had created a Teams channel for celebratory news only.
- People said that there were opportunities for them to collaborate and said the "One council, one team" value encouraged this. 88.5% of staff agreed that their role enabled them to work well with others and "enabling collaboration" was a top five theme.
- The evidence showed a concerted effort had been made to continuously improve how the organisation operated through the reshaping, restructuring and review and benchmarking of people management practices and processes.
- In the online survey, 77.8% felt the organisation was a great place to work, 79.7% felt it had a plan for the future and 75.9% felt that it embraced change.

What to work on

- Some people said that more thought needed to be given to ensuring non-office-based staff were able to access communication mechanisms.
- Developing leadership capability was a bottom five theme in the online survey, 0.8 points below the IIP average, though 0.2 points above the 2018 results. The statement, my organisation develops great leaders, had lower levels of agreement at 53.6% (with 23% neither agree nor disagree and 23.4% disagree).
- Although in the interviews, people said they could challenge values, in the online survey 74.7% said that they challenged behaviours that didn't match the organisation's values and 20.3% neither agreed nor disagreed and 5% disagreed.
- A small sample of staff felt that decisions were not made quickly enough though they recognised this was being addressed through the decision-making review roll out.
- Some felt the PDR process focused too much on proving what was already known and didn't result in any direct action related to the performance rating.
- 26.2% of respondents to the survey neither agreed nor disagreed with the statement, "I am rewarded in ways that match my motivations" and 30.4% disagreed.
- In the online survey, 20.7% neither agreed nor disagreed and 9.8% disagreed that they made use of their organisation's learning and development opportunities and 20.2% neither agreed nor disagreed and 18.6% disagreed that people were selected for roles based on their skills and abilities.
- Staff were not able to specifically address how the organisation was promoting diversity and inclusion across the organisation.

Congratulations on achieving Gold accreditation!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**. The full action plan will be reviewed at the 12 and 24-month review:

	Recommendations 2022	Progress 2023
1	<p>Ensure communication is reaching all parts of the business, including those non-office-based or screen-facing staff.</p> <p>Explore the findings of the online survey in relation to developing leadership capability which conflicted with the data gathered from interviews.</p>	
2	<p>Consider what other practices you can use to reinforce values, such as embedding them into a reward and recognition initiative or actively using them in team sessions.</p> <p>Set out clear processes and tools for people to access when they observe behaviours in the organisation that do not align with the stated values. Communicate this in clear and simple ways such as through an infographic or "staff charter."</p>	
3	<p>Check out the views that:</p> <ul style="list-style-type: none">- decisions have to "go through too many hoops" and aren't made quickly.- some field-based staff were making suggestions for improvements and not being listened to. <p>Explore further in the context of your DMA programme.</p>	
4	<p>Involve staff in a further review of your PDR process so that you can address some of the issues raised, including:</p> <ul style="list-style-type: none">- conversations focus too much on proving what was already known, as opposed to what was required to achieve higher performance and how that could be developed.	

	<ul style="list-style-type: none"> - the process needed to be more targeted, so set within a clear framework of KPIs. - more focus on what happened as a result of the performance rating. 	
5	<p>Review your approach to reward and recognition, asking staff for staff views on what motivates them and how you can ensure they feel valued.</p> <p>Ensure managers understand the scope of reward and recognition in your organisational context. For example, if it includes things like promotion, project involvement and training, ensure that managers and staff frame their PDR conversations with this.</p> <p>Consider how you can tie your values to your recognition process so that it is promoting their adoption. Consider an awards initiative, that links success and achievements into delivering work aligned to stated values and behaviours - a Living Our Values award. These can be big, shiny awards events, or smaller less formal and more frequent ones.</p> <p>Bring managers together to agree approaches to praising and thanking staff for their work in order to embed consistent practice - share practice on some of the local initiatives such as the “positive vibes only” Teams channel.</p> <p>Mandate a recognition section on each of your core meetings and team meetings so that it becomes part of the language of the organisation’s operations.</p> <p>Consider benchmarking your approach to wellbeing against the We invest in wellbeing Standard.</p>	
6	<p>Look at putting in place formal career pathways to support conversations about progression and build on your competence framework.</p> <p>Consider how you can further integrate office-based and non-office-based staff.</p>	
7	<p>Consider what more you can do to reach all parts of the organisation with information about your learning and development offer.</p> <p>Keep working on your evaluation reporting to help develop your understanding on the return and impact of your programme.</p> <p>Consider how you can ensure that your messaging around who gets offered roles and why is clearly articulated to all staff.</p>	

	Consider benchmarking your approach to apprenticeships against the We invest in apprentices Standard.	
8	<p>Look at how you can create a formal structure to support idea generation and innovation.</p> <p>Also consider how you regularly shout about your innovation, such as celebrating it through a “you said, we did” type communication.</p>	
9	Consider how you can promote understanding and awareness of diversity and inclusion in your context and why it is important to reflect the communities and markets that you serve in the makeup of your workforce and how you deliver services.	
10	Review the metrics for each of the nine indicators set out at annex A to check that they fully evidence how effectively your people management practices are performing.	
11	Review the data on team responses to the online survey at the end of the report on page 36 and identify which groups had lower levels of agree than the organisational average and what the implications of this is and whether any actions need to be identified.	

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?

The meeting will include members of your senior team.

WHEN?

The feedback meeting is scheduled for date tbc.

WHERE?

We'll meet virtually.

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years later.

Don't forget to celebrate!

Let your people know who how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

You have maintained your accreditation during a particularly challenging time. Your online survey results benchmark favourably with your last assessment, with most indicators 0.2 - 0.4 points above your 2018 survey. The combined evidence showed particularly good practice in indicators 2, 3, 4 and 6, with aspects of high performance also in indicators 1, 8 and 9.

		Not met	Developed	Established	Advanced	High Performing
Leading and inspiring people	Creating transparency and trust					
	Motivating people to deliver the organisations objectives					
	Developing leadership capability					
	Leading and Inspiring People					
Living the organisation's values and behaviours	Operating in line with the values					
	Adopting the values					
	Living the values					
	Living the Organisations Values and Behaviours					
Empowering and involving people	Empowering people					
	Participating and collaborating					
	Making decisions					
	Empowering and Involving People					
Managing performance	Setting objectives					
	Encouraging High Performance					
	Measuring and assessing performance					
	Managing Performance					
Recognising and rewarding high performance	Designing an approach to recognition and reward					
	Adopting a culture of recognition					
	Recognising and rewarding people					
	Recognising and Rewarding High Performance					
Structuring work	Designing roles					
	Creating autonomy in roles					
	Enabling collaborative working					
	Structuring Work					
Building capacity	Understanding people's potential					
	Supporting learning and development					
	Deploying the right people at the right time					
	Building Capability					
Delivering continuous improvement	Improving through internal and external sources					
	Creating a culture of continuous improvements					
	Encouraging innovation					
	Delivering Continuous Improvement					
Creating sustainable success	Focusing on the future					
	Embracing change					
	Understanding the external context					
	Creating Sustainable Success					

Survey highlights

Your highest scores

5.8

INDICATOR 2 – living the values

- 86.5% of your people agree that the organisation has clear values.
- 92% agree that their behaviour reflects the values, 43.7% of them strongly agree.
- 90.1% agree that they share the organisation's values, 31.8% of them strongly agree.
- 76.8% agree that values guide the way people work.
- Adopting the values and living the values were top 5 themes and were 0.3 points above your previous survey.

...and your lowest

4.6

INDICATOR 5 - recognising and rewarding high performance

- 59.2% of your people agree they are consistently recognised for the work they do, 18.4% neither agree nor disagree, 23.9% disagree.
- 60.4% of your people agree they are appropriately recognised for the work they do, 15.7% neither agree nor disagree, 22.4% disagree.
- 43.51% of your people agree they are rewarded in ways that match their motivation, 26.2% neither agree nor disagree, 30.4% disagree.
- However, 71.5% of your people agree they feel appreciated for the work they do.

Your overall survey score

Benchmark



YOUR BENCHMARK

- **687**

AVERAGE IIP BENCHMARK *

- **727**

AVERAGE INDUSTRY BENCHMARK

- **679**

Showing results for Public Administration and Defence

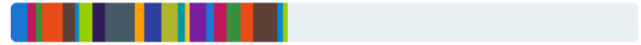
* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Who took the survey?

Survey Response Rate

Overview

TOTAL RESPONSES 478 responses out of 1083 (44%)



RESPONSE METHOD

Email link: 443 responses out of 478

Open access: 35 responses out of 478

By Team

ACCOUNTANCY 2 responses out of 10



ASSET MANAGEMENT 26 responses out of 31



BENEFITS 15 responses out of 30



CAPITAL 11 responses out of 65



CARELINE 35 responses out of 53



CORPORATE 22 responses out of 31



CORPORATE LEADERSHIP TEAM 7 responses out of 8



CULTURAL SERVICES 23 responses out of 67



CUSTOMER SERVICES 22 responses out of 36



ECONOMIC GROWTH 51 responses out of 73



ENVIRONMENTAL SERVICES 16 responses out of 112



HOUSING OPTIONS 30 responses out of 36



HR, PAYROLL AP SUPPORT SERVICES 28 responses out of 48



ICT 13 responses out of 22



INTERNAL AUDIT 8 responses out of 10



NEIGHBORHOODS 28 responses out of 32



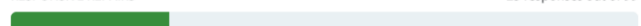
OD 14 responses out of 22



REG SERVICES 21 responses out of 40



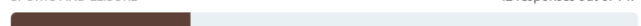
RESPONSIVE REPAIRS 25 responses out of 99



REVENUES 22 responses out of 42



SPORTS AND LEISURE 42 responses out of 147



TOWN CENTRE OPERATIONS 9 responses out of 50



VOIDS 8 responses out of 19



Your survey results by indicator

Here are your results benchmarked against the IIP average and your last survey in 2018:

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average	Previous surveys
INDICATOR 1 Leading and inspiring people	14.2%	34.5%	18.4%	15.3%	7.6%	6.4%	3.7%	5	-0.6	+0.3
INDICATOR 2 Living the organisation's values and behaviours	27.3%	43.7%	13.0%	11.7%	2.4%	1.4%	0.5%	5.8	-0.1	+0.3
INDICATOR 3 Empowering and involving people	25.2%	37.8%	17.3%	6.3%	6.2%	4.8%	2.4%	5.5	-0.3	+0.2
INDICATOR 4 Managing performance	31.3%	38.1%	11.6%	8.9%	2.9%	4.3%	2.9%	5.6	-0.1	+0.3
INDICATOR 5 Recognising and rewarding high performance	13.3%	26.4%	19.0%	17.5%	7.4%	9.5%	7.0%	4.6	-0.5	+0.4
INDICATOR 6 Structuring work	27.0%	40.7%	16.1%	9.0%	2.9%	2.6%	1.7%	5.7	-0.2	+0.3
INDICATOR 7 Building capability	16.9%	35.6%	17.4%	15.4%	5.8%	5.0%	3.8%	5.1	-0.4	+0.4
INDICATOR 8 Delivering continuous improvement	19.4%	38.5%	19.9%	13.1%	3.4%	3.8%	1.9%	5.4	-0.3	+0.3
INDICATOR 9 Creating sustainable success	22.0%	38.1%	19.2%	13.1%	3.6%	2.6%	1.5%	5.5	-0.3	+0.2

Your survey results by theme

Here are your results benchmarked against the IIP average and your last survey in 2018:

Themes (Highs and lows)

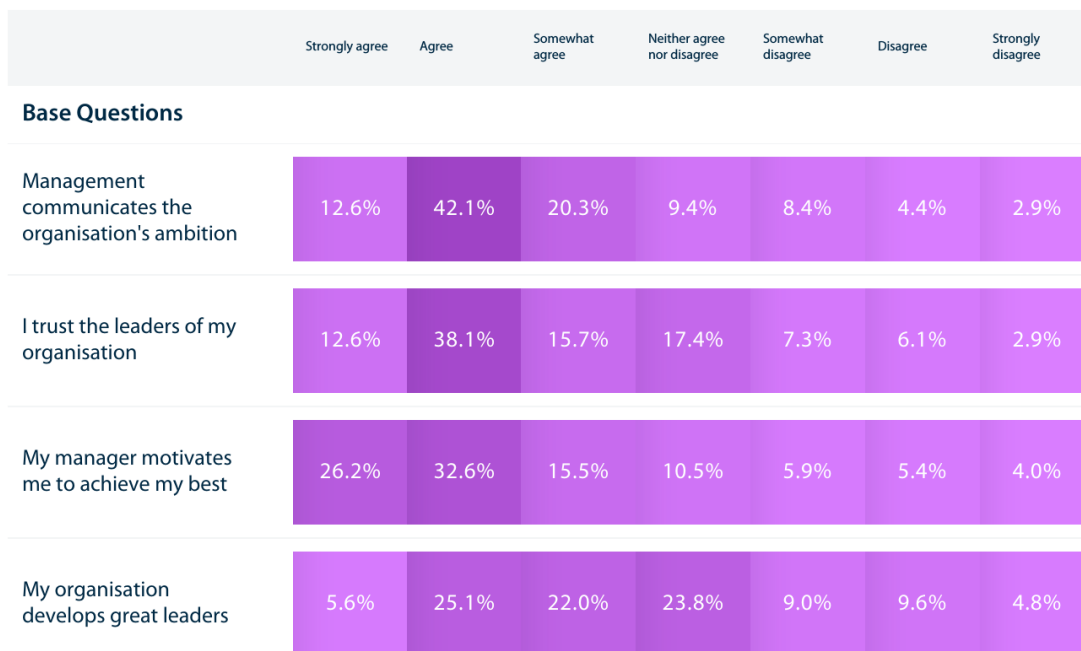
	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average	Previous surveys
Highs										
Adopting the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	29.2%	48.1%	10.9%	8.8%	2.0%	0.7%	0.3%	5.9	-0.2	+0.3
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	31.2%	42.9%	14.4%	7.9%	1.7%	1.3%	0.6%	5.9	-0.1	+0.6
Living the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	31.6%	39.1%	12.7%	13.8%	1.3%	1.3%	0.3%	5.8	-0.0	+0.3
Making decisions <small>INDICATOR 3: Empowering and involving people</small>	31.8%	41.8%	13.4%	5.6%	2.9%	3.1%	1.3%	5.8	-0.2	+0.3
Measuring and assessing performance <small>INDICATOR 4: Managing performance</small>	37.0%	40.0%	6.9%	6.3%	2.3%	4.2%	3.3%	5.8	+0.1	+0.5
Lows										
Participating and collaborating <small>INDICATOR 3: Empowering and involving people</small>	16.9%	31.6%	21.1%	9.2%	9.2%	7.1%	4.8%	5	-0.6	-0.0
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	13.4%	26.7%	19.8%	17.1%	8.3%	8.5%	6.4%	4.7	-0.4	+0.8
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	12.6%	28.7%	16.9%	18.4%	8.6%	6.5%	8.4%	4.7	-0.7	+0.4
Developing leadership capability <small>INDICATOR 1: Leading and inspiring people</small>	5.6%	25.1%	22.0%	23.8%	9.0%	9.6%	4.8%	4.5	-0.8	+0.2
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	7.3%	20.1%	16.1%	26.2%	8.8%	12.8%	8.8%	4.2	-0.8	0.0

What your people told us

Leading

LEADING AND INSPIRING PEOPLE - advanced

Indicator 1: Leading and inspiring people



The level of agreement in the online survey was 5, 0.6 points below the IIP average and 0.3 above the 2018 survey. People had good levels of confidence and trust in their leaders and how they were motivated by them to deliver.

Your people said that they were kept up-to-speed with regularly cascaded information. This included a monthly core brief and a weekly managers e bulletin. They also referred to Leader and CEO open door sessions, State of the Nation addresses and the access to information through Aspire and Our Chesterfield magazine - examples of all communications mechanisms were submitted as part of the document pack for the assessment. Some people said that more thought need to be given to ensuring non-office-based staff were able to access tools and communication mechanisms.

People said that they had been kept very well informed throughout the pandemic and recognised the efforts that the CEO and leaders, plus the Resources task and finish group, had made to ensure they had the information that they needed.

“You are kept really well informed here. Lots of information is cascaded and we can go on Aspire. Everyone is approachable too so if you need to know you can just ask.”

Most people were aware of the priorities in the Council Plan and were able to describe how their roles contributed to the overall strategy. People felt that your managers knew

what to do in terms of motivating people to deliver against the plan. Your people said that they felt supported by their line managers and had confidence in their abilities to lead and manage the organisation. Most said they had regular contact with their managers through team meetings and one to ones.

“I’ve a pretty good level of confidence. I feel like there is a clear sense of leadership and we are well-supported.”

Leaders and managers referred to the internally developed leadership and management programme which had provided insight into their roles as people managers. They were complementary of the programme and what they had learned as well as how it had been delivered. They said that there were other opportunities to help them better understand how to deliver their management commitments, including training sessions and webinars on performance management and supporting remote staff and hybrid working. Many of the managers interviewed said that the HR business partners were a great support and were their port of call should they need further advice.

“I’ve been afforded lots of leadership and management opportunities linked to my progression. I’ve had coaching from my manager and we have lots of webinars on management, as well as standard mandatory training through Aspire.”

At the initial meeting, leaders described how the senior level leadership structure had been reshaped to support more effective decision making and delegation. Most of your people were aware of how these changes had impacted on the organisation. Managers and staff referred to the monthly managers forum, which helped to share good practice as well as acting as a robust part of the cascade mechanism, ensuring managers and staff had access to key information.

Although leaders and managers were very positive in the interviews about the training they received, “developing leadership capability” was a bottom five theme in the online survey, 0.8 points below the IIP average, though 0.2 points above the 2018 results. The statement, my organisation develops great leaders, had lower levels of agreement at 53.6% (with 23% neither agree nor disagree and 23.4% disagree).

The aggregated evidence suggests that performance has been maintained and improved in this indicator with leaders and managers motivating people to deliver throughout all of the challenges of the pandemic. People were clear about the objectives of the organisation and felt that they were kept well-informed. Key areas to focus on, to further improve and embed practice in this indicator, are to ensure communication is reaching all parts of the business, including those non-office-based or non-screen-facing staff, and to explore the findings of the online survey in relation to developing leadership capability.

The overall outcome for this indicator is advanced:

- Creating transparency and trust = advanced
- Motivating people to deliver the organisation’s objectives = advanced
- Developing leadership capability = advanced

Development for this indicator can be found on page 6.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS - advanced

Indicator 2: Living the organisation's values and behaviours



The level of agreement in the online survey was 5.8, 0.1 points below the IIP average and 0.3 above your 2018 outcome. 92% of people said their behaviour reflected the organisation's values and 90.1% said that they shared the organisation's values. "Adopting the values" and "living the values" were in the top five themes, making indicator 2 the highest scoring in the online survey.

At the initial meeting, you confirmed that you had set out the values in a competence framework and had embedded this in your people management practices, such as the PDR and recruitment and selection. You said that you had sent a hard copy of the competence framework out to staff and this was also submitted in the document pack for the assessment. Leaders were clear that their job was to role model these values and behaviours and ensure that they used the language of values in their communications:

“We lead by example. My team look up to me as I look up to my line manager. We demonstrate a can-do approach and make sure we have two-way conversations with them regularly. We get people to understand where they fit and how they contribute to the overall goals and values.”

There was evidence of a “values-led” approach across the organisation, with the values detailed prominently in corporate documents submitted for the assessment, such as the Organisational Development Strategy and Framework 2020 - 23 and the Performance Framework 2019 - 23.

Your people were able to articulate the organisation's values and they described a culture that was framed by them. They understood how the values related to their respective roles,

confirming that they were key to the discussion at their PDRs. People particularly referred to the “One council, one team” value and what this meant for the organisational-wide priorities that were set out in the Council Plan, in addition to their own specific work. They referred to the competence framework in the interviews and understood how this was applied to their work:

“We do a competence framework that was in a leaflet that everyone had. Mine came though the post with the values on. We talk about them in the PDRs; they get cascaded down.”

“Everyone is considered and we work together as one team. Everyone is approachable, you can say what you feel. Everyone’s treated well and everyone’s ideas are accepted.”

Although people were clear of the competence framework and values and how they related to their work in the interviews, there was a lower level of agreement in the online survey with 76.8% agreeing with the statement, the values of the organisation guide the way we work. A further area where the data was conflicting was in relation to challenge. In the interviews people articulated a range of ways in which they could challenge behaviours that didn’t align to values. They said they could raise issues with their supervisors and managers, or they could do this through their union reps. However, in the online survey 74.7% said that they challenged behaviours that didn’t match the organisation’s values and 20.3% neither agreed nor disagreed and 5% disagreed.

“We can talk to team leaders and supervisors and we have a whistle blowing policy. Aspire has links to this. We also have union reps and a code of conduct and the competence framework which acts as a guide for us.”

To further embed practice in this indicator and shift the online survey results to higher levels of agreement in the two areas specified above, consider what other practices you can use to reinforce values, such as embedding them into a reward and recognition initiative or actively using them in team sessions. Also consider how you set out clear processes and tools for people to access when they observe behaviours in the organisation that do not align with the stated values.

The overall outcome for this indicator is advanced

- Operating in line with the values = advanced
- Adopting the values = advanced
- Living the values = advanced

Development for this indicator can be found on page 6.

EMPOWERING AND INVOLVING PEOPLE - advanced

Indicator 3: Empowering and involving people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have all the information I need to do my job well	15.9%	38.9%	20.9%	5.6%	9.6%	6.1%	2.9%
I am encouraged to use initiative in my role	36.2%	38.7%	13.8%	4.6%	3.1%	2.9%	0.6%
I have a say in decisions that affect my role	16.9%	31.6%	21.1%	9.2%	9.2%	7.1%	4.8%
I am trusted to make decisions in my role	31.8%	41.8%	13.4%	5.6%	2.9%	3.1%	1.3%

The level of agreement in the online survey was 5.5, 0.3 points below the IIP average and 0.2 points above the 2018 survey. 80.3% of staff agreed with all of the statements in the survey, with 6.3% neither agreeing nor disagreeing and 13.4% disagreeing. The qualitative data from the interviews was positive and demonstrated a culture where people were empowered and felt able to make decisions in their roles and act on them.

At the initial meeting, you felt that indicator 3 was an area of improvement. You referenced how this had been deliberately tackled in a number of ways, including the reshaping of the senior team and tier 4 managers and restructuring in key service areas. You also described the pilot decision-making review you had undertaken in one service area that was to be rolled out to the rest of the Council. The online survey results reflected this improvement with the theme “making decisions” in the top five in the online survey and although it was 0.2 points below the IIP average, it was 0.3 points above your 2018 survey outcome. Leaders and managers confirmed that they encouraged decision-making and consultation across the Council:

“We are always asking for opinions and suggestions. We look for ideas before we go public and consult with staff before we make decisions as a matter of course. We ask them for feedback and if they can see any problems that need addressing in the areas they work in.”

People said that they felt empowered, and they outlined several ways in which they could obtain information and suggest or feed in improvements. This included access to clear policies and procedures and supportive managers acting as coaches, team meetings and toolbox talks plus a range of committees and forums. There were examples of people being encouraged and empowered to take lead roles in order to develop their skills. This was particularly evidenced in the DMA pilot where champions were selected to act as an interface and conduit for information between teams and leaders. In the online survey, 88.7% agreed that they were encouraged to use initiative in their role (36.2% strongly agreed).

A further strength emerging from the evidence in this indicator was the approach to consulting and involving people in the decision-making process. People described how they had been involved in the consultations on the restructures that had taken place. They were also able to describe the consultative process that sat behind the decision-making review that had been piloted. They also were aware of the role of the unions at the Council and felt that they had ease of access to union reps and saw that the partnership between the Council and the Union was strong.

“Within our job roles, you get to know what you can make decisions on. Managers help you understand what you can do and in housing we’ve just gone through a DMA pilot which asked us all to get involved. They talked to everyone and there’s now a restructure to make sure we can make decisions easier.”

People agreed that consultation was a consistent practice. They referred to surveys and to the Investors in People assessment as ways in which they had been invited for their opinions. Some of your people also described how a new Project Management Office had been created that they felt would support streamlined decision-making.

“The Council bends over backwards to make sure they talk to everyone that they need to when they are making (internal) changes.”

Your people said that they were clear on their level of responsibilities as these were set out in their job descriptions and were supported through ways of working and consistently shared information. People said these levels of responsibility were being clarified and reinforced through the reshaping, restructures and decision-making reviews. The evidence illustrated a culture of trust in the organisation, where people felt they had a good level of ownership over decisions within their roles. 87% agreed that they were trusted to make decision (31.8% strongly).

A small sample of those interviewed did refer to decisions having to “go through too many hoops” and not being able to make them quickly, however, they realised action was being taken to address this (through the roll out of the decision-making review process). A small sample of field-based staff also felt that they were making suggestions for improvements and not being listened to which is worth exploring further in the context of your DMA programme.

The overall outcome for this indicator is advanced:

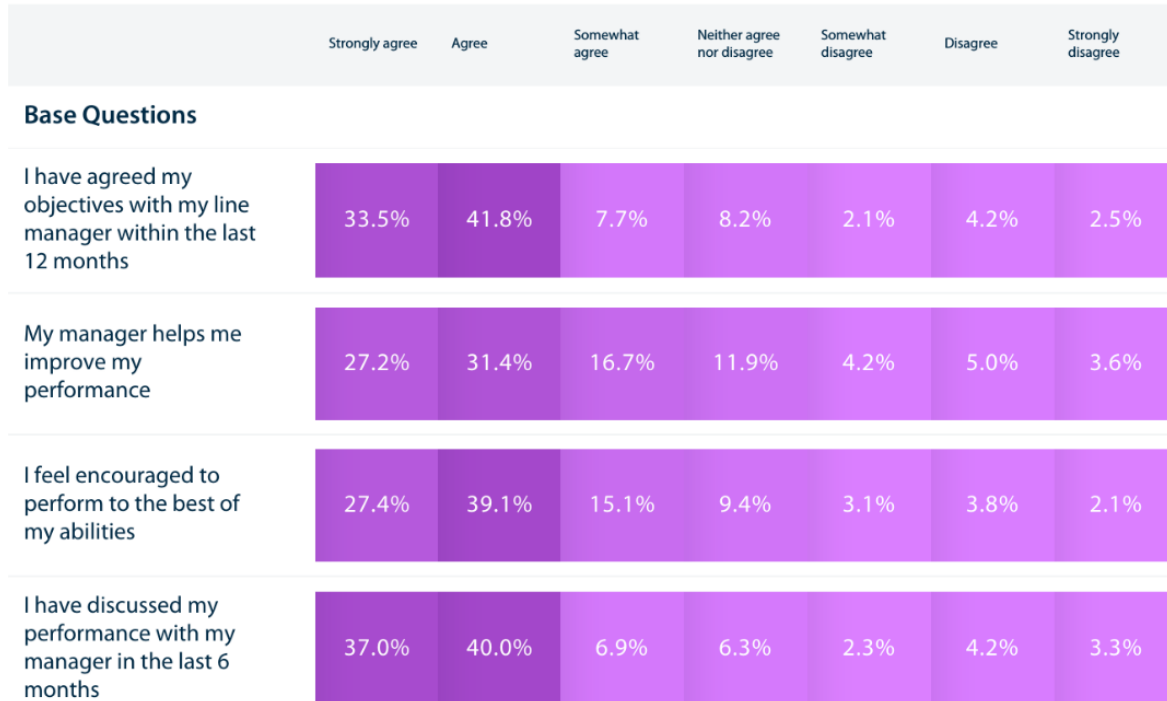
- Empowering people = advanced
- Participating and collaborating = advanced
- Making decisions = advanced

Development for this indicator can be found on page 6.

Supporting

MANAGING PERFORMANCE - advanced

Indicator 4: Managing performance



The level of agreement in the online survey was 5.6, 0.1 points below the IIP average and 0.3 above the 2018 survey. The theme “measuring and assessing performance” was in the top five themes and was 0.1 points above the IIP average and 0.5 points above the 2018 survey results. The qualitative data from the interviews confirmed the strength of practice in this area.

At the initial meeting, you described how you had implemented a new performance management framework alongside the Council Plan 2019 - 23 to report on overall organisational performance. This provided for quarterly challenge and an annual report was produced at the close of the financial year. You said that PDR objectives were set within this context and you had revised your approach in 2019 to ensure it was fit for purpose and so that you could see how performance results from your people contributed to overall organisational performance (see metrics at Annex A). As part of the revision, you had introduced a slimline version of the PDR for those working less than eight hours a week and for some field-based roles. You captured performance data to show that your revised process was working, reporting that “this year sees the highest ever number of quality conversations being held with individuals, achieving 94.6% of completions.”

Your people said that they knew what was expected of them as they were updated regularly through cascaded communications (see indicator 1) and their interactions with their line managers. They said that had PDRs twice a year and the process involved setting clear, stretching objectives, and receiving a performance rating at the end of the process. Those using the slimline version were aware of why and felt this was a better approach (both managers and staff).

Line managers said that they had access to training to help them performance manage their staff as effectively as possible. They said that they could access guidance on Aspire and they also said they received support from an HR business partner. Many of the line managers said they looked to this person to support with staff that were underperforming as well as those that were high performers. They felt the HR business partner was a key resource and valued their advice and input.

“I have regular meetings with an HR business partner. They are very good at supporting us - we can bring them in for meetings if you need extra support or advice. There was a workshop recently which underpinned what's expected at PDRs.”

Managers were able to describe the ways in which they supported their staff, referring to performance improvement plans, coaching and mentoring to provide additional support and secondments and succession planning for the high achievers in their teams. Managers and staff also felt that the competence framework had made a difference to their performance conversations providing a clear framework to discuss values and behaviours.

“When you do the PDR, you look across the competence framework in order to be able to grade staff on how they are performing. If someone is underperforming then you can introduce a PIP. For high performers, we go back to the succession plan or introduce mentoring and look at training and secondments to give people wider experience.”

Although people felt the performance review process was effective, some felt it didn't go far enough and required further improvements. Some felt that it focused too much on proving what was already known, as opposed to what was required to achieve higher performance and how that could be developed. There was also a view that it needed to be more targeted, so set within a clear framework of KPIs. Some staff also felt that there needed to be more of a focus on what happens as a result of their performance rating.

“It gets signed off and the head manager gets to look at it. We get graded but nothing happens as a result. I get the same as people who aren't working as hard.”

The evidence showed strong performance in this indicator with practice becoming more embedded since the 2018 assessment. To move to the next performance level, consider refining your approach to raise some of the issues raised above.

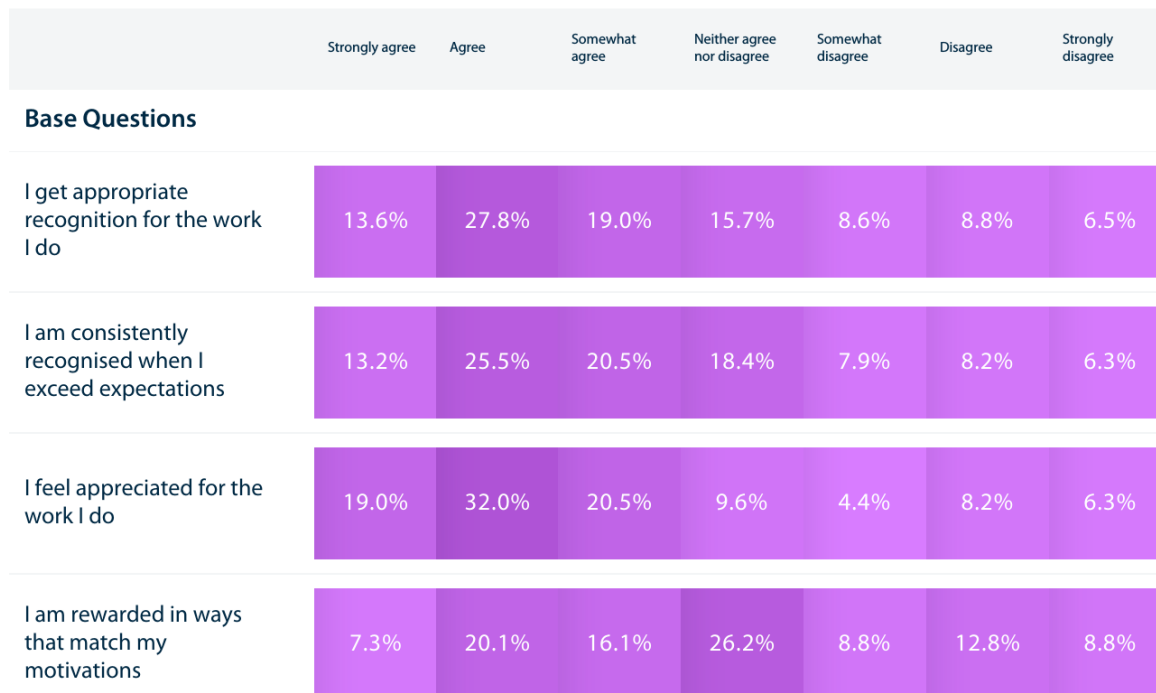
The overall outcome for this indicator is advanced:

- Setting objectives = advanced
- Encouraging high performance = advanced
- Measuring and assessing high performance = advanced

Development for this indicator can be found on page 6.

RECOGNISING AND REWARDING HIGH PERFORMANCE - established

Indicator 5: Recognising and rewarding high performance



The level of agreement in the online survey was 4.6, 0.5 points below the IIP average and 0.4 points above the 2018 survey. 58.7% of people agreed with the overall statements, 17.5% neither agreed nor disagreed and 23.9% disagreed. Whilst this was the lowest scoring indicator in the online survey, 71.5% of staff said that they felt appreciated for the work they did.

Leaders and managers said that the benefits of working at the Council were listed on Aspire and regularly updated. They said that pay was negotiated with the unions and they also communicated to their members about this. At the initial meeting, you said you had revised your approach as a result of the pandemic and placed an emphasis on health and wellbeing. This was set out in the People Plan 2019 - 23 submitted as part of the document pack. This had included offering an employee assistance programme, training mental health first aiders and introducing a referral process for Occupational Health. An additional day off was also awarded to recognise everyone's hard work during the pandemic.

Leaders and managers also pointed to regular recognition. They said that staff were recognised and celebrated in core communication mechanisms and also through performance development conversations and ratings. In the Our Chesterfield magazine supplied in the document pack for the assessment, rising stars were recognised in a feature. Leaders also said specific initiatives were in place to celebrate long service and successes of apprentices with a Roll of Honour provided in the document pack for the assessment. They also said that informal recognition was part of the approach of leaders and managers.

“Shows of appreciation are reinforced by managers across the organisation and there are regular thanks in weekly bulletins. Councillors send messages of thanks recognising work done, particularly during Covid.”

People knew how they were recognised and rewarded and were able to confirm what managers had outlined in the interviews. Some teams also referred to bespoke ways in which they encouraged recognition and celebration, such as one team that had created a Teams channel for celebratory news only. Another team said that they were able to draw down bonuses depending on how much work they completed though this had stopped during the pandemic. Other teams said that their managers bought them treats on an ad hoc basis.

“We are big on complements and comments from other members of staff or the general public. We have a group called “positive vibes only” on Teams and we put lots on there to shout out where people have done a really good job.”

So, although people recognised that there were constraints to what the Council could offer in relation to reward and recognition and they saw how they were recognised formally and informally for the work they delivered and also for how they delivered it, they did think this was an area that could be improved:

“It’s an area we aren’t very good at. At one time they used to have a scheme, like an employee of the month, but now it’s really down to managers. If you have a good manager, you get lots of positive feedback. In my current role, I am lucky, I get lots but it is down to how good your manager is.”

“There’s not a huge amount available as we are a publicly funded body. We give shout outs at team meetings and go and buy them coffee and sausage rolls - it’s not a huge amount really. If someone is performing well, they might qualify for more training.”

The feedback from the online survey and interviews identified this indicator as an area for further development. 26.2% of respondents to the survey neither agreed nor disagreed with the statement, “I am rewarded in ways that match my motivations” and 30.4% disagreed. There is a real opportunity to work with staff to revise your approach and identify ways of promoting your existing offer and adding to it.

If you are proposing that reward in your context includes things like promotion, project involvement and training, then ensure that managers and staff are aware of this. Use your PDR conversations to reinforce this and work with managers so that they are able to frame their conversations.

Also look at how you can tie your values to your recognition process so that it is promoting their adoption. Consider an awards initiative, that links success and achievements into delivering work aligned to stated values and behaviours - a Living Our Values award. These can be big, shiny awards events, or smaller less formal and more frequent ones.

There are also some quick wins that can help in this area, such as bringing managers together to agree approaches to praising and thanking staff for their work in order to embed consistent practice. You can also “mandate” a recognition section on each of your core meetings and team meetings so that it becomes part of the language of the organisation’s operations.

The overall outcome for this indicator is established:

- Designing an approach to reward and recognition = established
- Adopting a culture of reward and recognition = established
- Recognising and rewarding people = established

Development for this indicator can be found on page 6.

STRUCTURING WORK - advanced

Indicator 6: Structuring work

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I am able to develop the skills I need to progress	17.4%	36.8%	18.8%	14.0%	5.4%	4.6%	2.9%
I have the right level of responsibility to do my job effectively	23.2%	43.3%	18.8%	6.3%	2.9%	2.7%	2.7%
My role enables me to work well with others	31.2%	42.9%	14.4%	7.9%	1.7%	1.3%	0.6%
My work is interesting	36.2%	40.0%	12.3%	7.9%	1.5%	1.7%	0.4%

The level of agreement in the online survey was 5.7, 0.2 points below the IIP average and 0.3 points above the 2018 survey. 83% agreed with all of the statements in the online survey with 86.3% of respondents agreeing (23.2% strongly agreed) that they had the right level of responsibility to do their job effectively. The evidence showed that people understood how the organisation was structured and how their roles fitted within that structure.

People described clearly defined roles, with decision-making responsibilities set out in their job descriptions, the competence framework and reinforced by the decision-making review in the pilot service area. They said that their roles were interesting in the interviews and 88.5% agreed with this (36.2% strongly agreed) in the online survey. Staff said that their roles made sense in the overall team and organisational structure (structure charts were made available as part of the document pack for the assessment). Most staff referred to the reshaping and restructuring that was underway and others referred to the changes in working practice, as a result of the pandemic. They said they had been consulted with all of these changes (see indicator 3).

People said that they were asked about progression in their performance reviews and said they were encouraged to progress where opportunities arose. Most said that their managers were very good at helping them develop in their roles, offering them training, additional responsibilities, work on projects and also secondments. Managers said that they used the nine-box grid to help plan for progression and development of their teams.

“We look hard at progression and how we can help people in their career journeys. All my team leaders and supervisors have shown the ability to step up so have been helped to do the necessary training and promoted into their current role.”

“I’ve felt like I’ve been progressed well. My managers have supported me really well and it gets highlighted in one to ones. We are able to be

champions and work on projects if there's something we are interested in. That helps me to develop other skills.”

Your people said that they could access policies and procedures and information to help with the decisions they needed to make in their specific roles. They said they were accessed on Aspire. Most of those interviewed said that they thought policies were reviewed regularly and some said that they knew that the unions were always involved in reviewing and signing off policies.

People said that there were plenty of opportunities for them to collaborate across the structure and they were able to give lots of examples of where this happened. They said they were encouraged to do so as “One council, one team” was core value. They said that Microsoft Teams had supported effective collaboration. A small sample of those interviewed felt there was a divide between office and field staff and said this had been reinforced with staff able to work from home during the pandemic and those that weren't able to. Leaders and managers felt that the new Organisational Development Strategy and Framework and Project Management Office would provide more structure to project delivery and would also support greater collaboration. However, in the online survey, 88.5% of staff agreed that their role enabled them to work well with others and “enabling collaboration” was a top five theme.

“The best thing about working here is that we all work as a team and work together to set goals.”

The evidence gathered for this indicator suggested that the technical aspects of how you manage your people are in place, understood and well-embedded. Putting in place formal career pathways to support conversations about progression and build on your competence framework will help to improve performance in this indicator.

The overall outcome for this indicator is advanced.

- Designing roles = advanced
- Creating autonomy in roles = advanced
- Enabling collaborative working = advanced

Development for this indicator can be found on page 6.

Improving

BUILDING CAPABILITY - advanced

Indicator 7: Building capability



The level of agreement in the online survey was 5.1, 0.4 points below the IIP average and 0.4 points above the 2018 survey. 69.9% agreed with all of the statements in the online survey.

When asked in the interviews, staff were clear how to access training and development. They said that they had development conversations with their managers as part of the performance review process and had a PDP that aligned to their PDR. Managers said that learning and development conversations were addressed in the context of their objectives, which staff agreed were set through the performance review process (see indicator 4). They said that learning and development opportunities were then provided in line with the needs identified:

“We have e learning that’s mandatory. We get an e mail when it’s time to update that. I put myself forward for training in my PDR, then it’s down to me to try and look for it on Aspire.”

Staff referred to a range of training programmes that they had accessed in the last 12 - 24 months. However, in the online survey there were higher levels of neither agree nor disagree and disagree for the statement, “I make use of my organisation’s learning and development opportunities” at 20.7% and 9.8% respectively. It was not clear from the interviews why this was the case though references were made to time barriers, working from home and more opportunities for managers to train:

“There’s a section in the PDR that looks at training. It is important to the organisation though they are better at training from team leader upwards that they are for staff. They definitely get prioritised.”

Leaders and managers said there was a planning cycle in place for training that was led by HR in conjunction with managers and the data from PDRs/ PDPs. People said that they completed evaluation forms at the end of their training (some of these were submitted as part of the document pack for the assessment) and a learning and development evaluation report for 2020 - 21 (also submitted) showed the return and impact that the training programme was delivering. Celebration of learning was featured in Our Chesterfield with case studies of specific individuals.

Managers said that the process for recruitment and selection had been revised so that any potential to create bias was removed. Managers said that they worked closely with HR on resource and succession planning and felt this was a robust process. Most people said that vacancies were advertised internally and externally through some parts of the organisation said that they didn't get access to these. In the online survey, there was some disagreement in this area with 20.2% neither agreeing nor disagreeing and 18.6% disagreeing that people were selected for roles based on their skills and abilities.

“I'd like more information about jobs that are coming up. We don't get that information.”

Leaders and managers referred to the apprenticeship programme, Kickstart scheme and college placements as part of the resourcing strategy. At the initial meeting, you explained how you were keen to support young people access opportunities through the Council. You said that you celebrated apprenticeship completion and were proud of your increasing apprenticeship starts. You also said that more focus was now being placed on resource planning and the nine-box grid aided this process and was being used consistently.

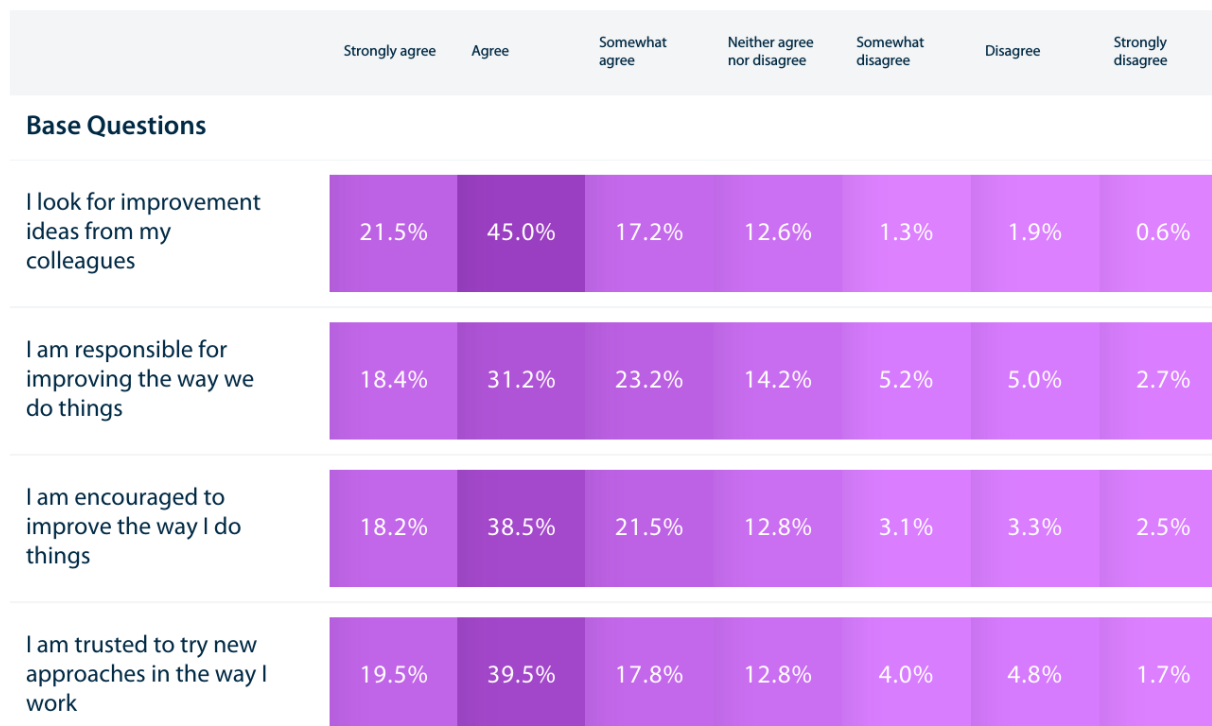
All of the evidence points to stronger performance in this indicator than at the last assessment with your people clearer on what learning and development was available and how they could access it, however, the online survey shows that some people are not accessing learning for some reason. Consider what more you can do to reach all parts of the organisation with information about your offer. Keep working on your evaluation reporting to help you develop your understanding of the return and impact of your programme. A further area to consider is to ensure that your messaging around who gets offered roles and why is clearly articulated.

The overall outcome for this indicator is advanced.

- Understanding people's potential = advanced
- Supporting learning and development = advanced
- Deploying the right people at the right time = advanced

Development for this indicator can be found on page 6.

Indicator 8: Delivering continuous improvement



The level of agreement in the online survey was 5.4, 0.3 points below the IIP average and 0.3 points above your 2018 survey. 77.8% agreed with the statements in the online survey for this indicator. Staff described a focus on continuous improvement and new ways of doing things across the business.

Leaders said they were committed to the Investors in People process at the initial meeting which they said provided an evaluation of the investment in people and, coupled with some key changes, such as the reshaping of the leadership structure, restructuring in three service areas, a revised Organisational Development Strategy and Framework 2020 - 23 and Performance Management Framework and new Project Management Office and in house procurement team, alongside the Digital Transformation programme, had enabled improvements to be made in how people were led, managed and supported. Key people management practices had also been reviewed, such as the performance review process, and decision-making through the DMA pilot. Leaders and managers also said that the monthly managers forum was a key way of sharing practice and analysing ways of improving how people were led and managed.

A number of internal and external sources of information were used to benchmark practices, such as the “Are you being served?” survey, complaints data, tenant satisfaction, Customer Service Excellence and a Corporate Peer Challenge along with internal audit (documentation was submitted for the assessment to demonstrate how these processes and tools were used to improve performance).

Your people said that they were asked for improvements and ideas through a range of mechanisms, including their performance review conversations and team meetings. They said that projects steering groups would be better supported with the PMO in place but said that collaboration and sharing of good practice was a regular feature of how the organisation operated (see indicator 6).

“We always look to capture ideas whether it’s at team meetings, one to ones or project groups. If someone comes up with an idea that might streamline something and make it better then we take the idea from there and we deliver it.”

A range of examples of practices that had been reviewed and improved were provided in the interviews and people said there was a positive culture in relation to progressing new thinking and ideas. Some said they would welcome a more structured approach, however.

“I feel very positive about what happens here. We are managed well and when something goes wrong the response is always helpful and focused on a solution, “let’s fix whatever it is”.”

The evidence for this indicator illustrated how continuous improvement was a driver for the organisation, though the levels of neither agree nor disagree for the four statements in the online survey ranged from 12.6% to 14.2% so do need further consideration. However, to improve performance in this indicator, look at how you can create a formal structure to support idea generation and innovation. Also consider how you regularly shout about your innovation, such as celebrating it through a “you said, we did” type communication.

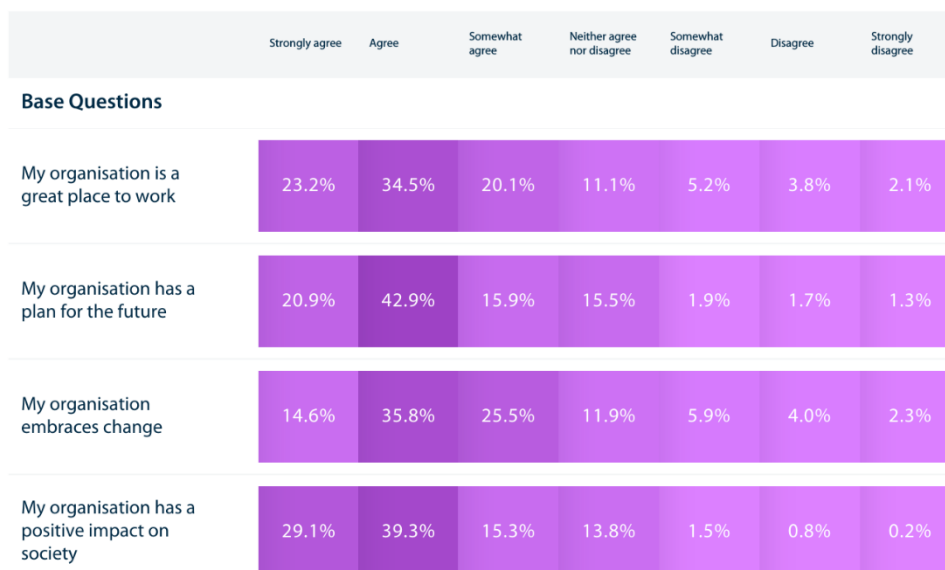
The overall outcome for this indicator is advanced:

- Improving through internal and external sources = advanced
- Creating a culture of continuous improvement = advanced
- Encouraging innovation = advanced

Development for this indicator can be found on page 6.

CREATING SUSTAINABLE SUCCESS - established

Indicator 9: Creating sustainable success



The level of agreement in the online survey was 5.5, 0.3 points below the IIP average and 0.2 points above the 2018 survey. The evidence showed that your people believe the organisation had a focus and plan for the future and that it was a great place to work. 79.7% and 77.8% agreed respectively with the statements in the online survey. 75.9% agreed that the organisation embraced change:

“It’s a great place to work. The people here are great to work with and I’ve been here a long time and there are a lot of others who have.”

“You are able to decide how you want to do things. It’s great to work in that kind of environment. You get listened to and that’s really empowering.”

“I like it here as we work well as teams and we focus on how things can be done well. I feel proud to work for Chesterfield.”

Your people said that they were kept well-informed of current priorities and developments and they said that key information was regularly cascaded (see indicator 1). People were clear about how they were able to contribute to planning and said they fed this bottom up through their team meetings. Some leaders felt this would be reinforced with the new Organisational Development Strategy and Framework and the Project Management Office.

Your people were aware of how changes were communicated across the organisation and were able to describe the changes that had impacted over that past 12 months (see indicator 8). They felt that they had been given the opportunity to be involved in changes either as champions, as members of steering groups or as part of a wider consultation (see indicator 3). Leaders and managers said that the new Project Management Office would add rigour to how change was managed. Some also said that Managing Change Well was a priority in the People Plan 2019 - 23.

Leaders and managers had a clear understanding of the stakeholders of the business and the relationship with the wider community. Leaders confirmed that a new CRM, had now also been introduced to support relationship management. The nature of the organisation meant that relationships with the community and key partners were well-established. Staff were asked about the approach to diversity and inclusion and although staff said that the initial training and mandatory training covered this, they were not able to specifically address how the organisation was promoting diversity and inclusion across the organisation.

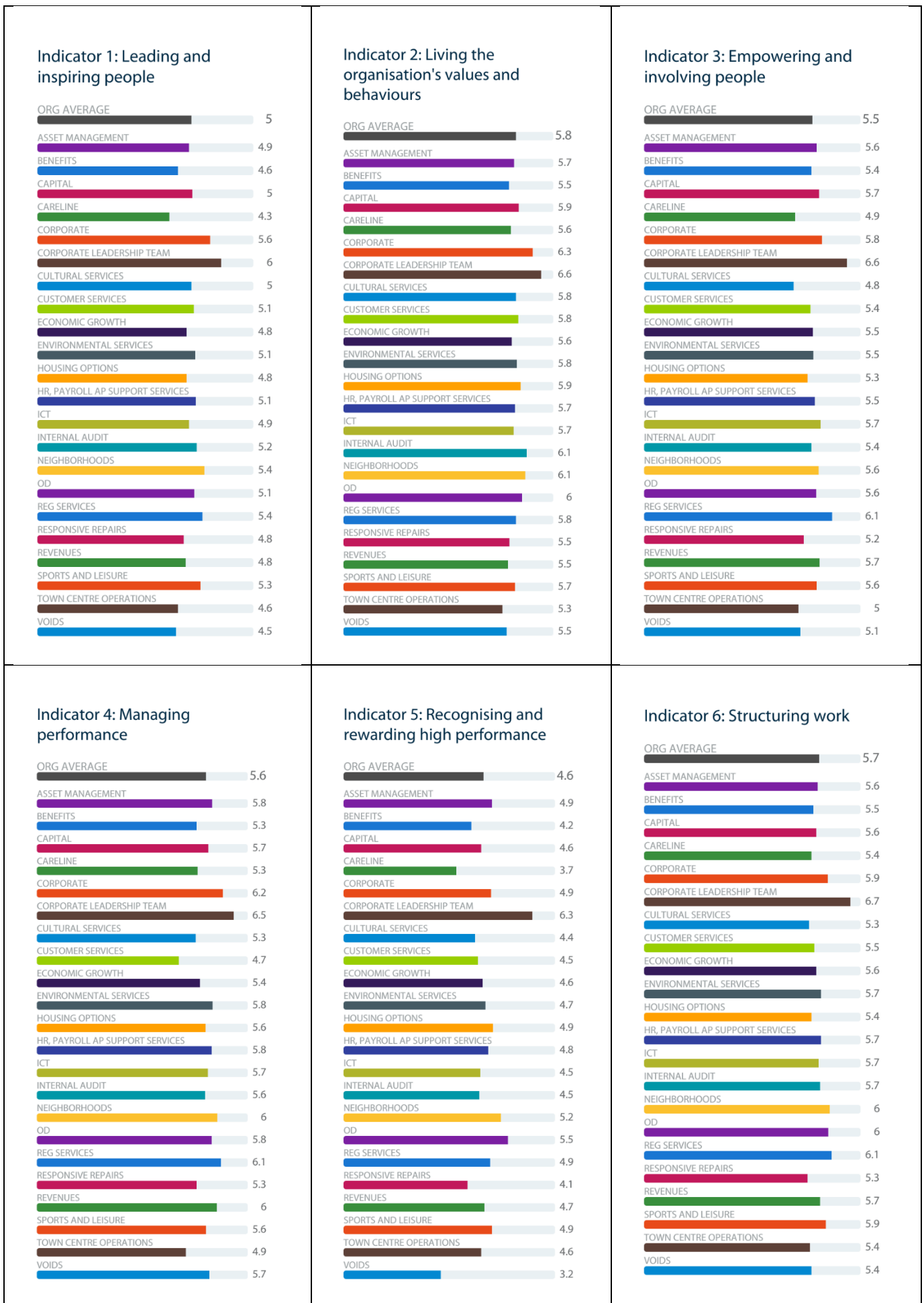
In order to improve your performance in this indicator, consider how you can promote understanding and awareness of diversity and inclusion in your context and why it is important to reflect the communities and markets that you serve in the makeup of you workforce and how you deliver services.

The overall outcome for this indicator is established:

- Focusing on the future = advanced
- Embracing change = advanced
- Understanding the external context = established

Development for this indicator can be found on page 6.

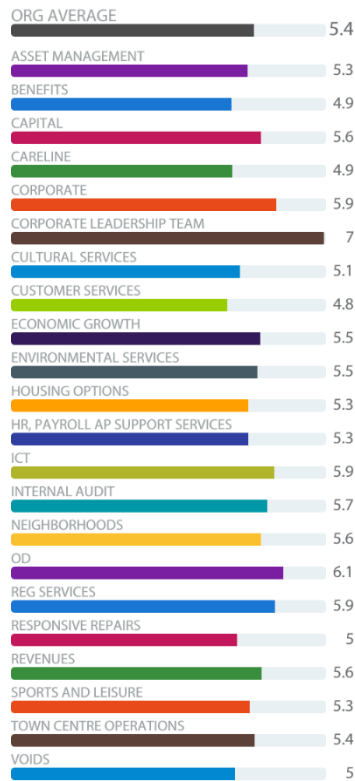
Your teams - How each team scored each indicator



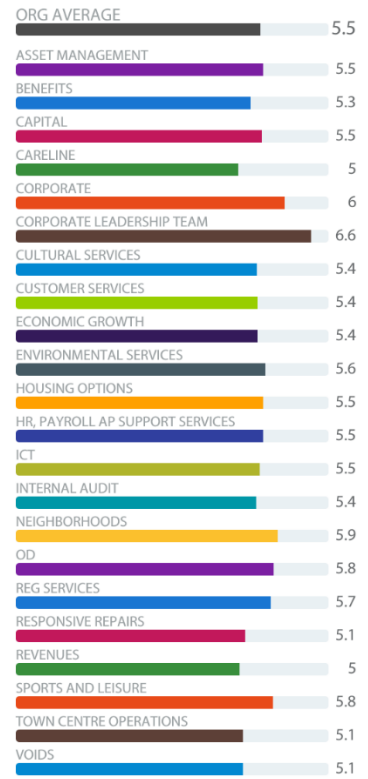
Indicator 7: Building capability



Indicator 8: Delivering continuous improvement



Indicator 9: Creating sustainable success



Annex A - Your metrics

		2019	2020	2021
1,9	Budget savings	218K	228K	365K
1	Council plan milestones achieved		68%	73%
1,2,9	Satisfaction with the way the Council runs things	74%		77%
2,3	Reduction in customer complaints	4%	12%	44%
2,3,8	Customer service excellence	Compliant 1 compliance +	Compliant 1 compliance +	Compliant 2 compliance +
2,3,8	Net promoter score	66.6%	71.8%	71.8%
3	Staff opinion survey completion	59%	62%	64%
4	Positive conversations with managers	70%	68%	88%
4	Employee turnover	15.9%	10.2%	7.3%
4	Sickness levels		5.2%	3.5%
4	PDRs completed		81.24%	83.62%
5	No of honorariums	11	20	20
5	% of exceeded rating in PDR	12%	15%	16%
6	Number of internal promotions	6	13	21
6	% apprentices, kickstart achieving permanent promotion/role	11	12	16
6	% of employees enabled to work in agile way	32%	75%	100%
7	E learning completed	3810	4070	4852
7	No. of apprenticeships/kickstart completed	11	12	16
7	Succession plans in place	24	27	35
8	Internal audit	1/3 rd services measured with limited assurance		All services measured with substantial assurance
9	Channel shift achieved	8%	17%	26%
9	Number of services using CRM	6	9	16
9	Soial media followers	8597	10322	11461

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