

Staffing Committee Agenda

Date: Thursday 26th April 2018
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the top of each report.

It should be noted that Part 1 items of Cheshire East Council decision making meetings are audio recorded and the recordings are uploaded to the Council's website.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**
2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Public Speaking Time/Open Session**

In accordance with paragraph 2.32 of the Committee Procedural Rules and Appendix 7 of the Rules a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the body in question.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Members of the public wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable an informed answer to be given. It is not required to give notice of the intention to make use of public speaking provision, however, as a matter of courtesy, a period of 24 hours notice is encouraged.

4. **Minutes of Previous meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 21 March 2018

5. **HR and Health and Safety - Q4 Update Report** (Pages 7 - 44)

To consider a report on progress with the Council's People Plan 2017/18 as at the end of quarter four, to include Health and Safety, Human Resource and Organisational Development items

6. **Wellbeing in Work Update** (Pages 45 - 50)

To consider an update report on Wellbeing in Work

7. **Brighter Future Transformation Programme** (Pages 51 - 60)

To consider a report on progress with the Brighter Future Transformation Programme

8. **Director of Legal Services and Monitoring Officer Recruitment**

To receive a verbal update

9. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

10. **Consideration of a Staffing Matter**

To receive a verbal report

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Wednesday, 21st March, 2018 at Committee Suite 2/3 - Westfields,
Middlewich Road, Sandbach, CW11 1HZ

PRESENT

Councillor B Moran (Chairman)

Councillors G Baggott, Rachel Bailey, D Brown, D Flude, J Jackson,
M Parsons and JP Findlow (Substitute for Cllr G Barton).

Councillors in Attendance

Councillors S Corcoran, L Smetham and L Wardlaw

Officers in Attendance

Kath O'Dwyer, Acting Chief Executive
Sara Barker, Head of Strategic HR
Emma Morris, Senior HR Officer
Rachel Graves, Democratic Services Officer

Others

Mary Clarke and Ron Pierce of Sticky Change

26 APOLOGIES FOR ABSENCE

Apologies were received from Councillor G Barton.

27 DECLARATIONS OF INTEREST

Councillor J Jackson declared that she was a member of GMB and
Councillor D Flude declared that she was a retired member of UNISON.

28 PUBLIC SPEAKING TIME/OPEN SESSION

Councillor S Corcoran made a number of observations on the written response he had received to his questions asked at the last meeting. In relation to the constitutional status of the Chairman's statement, he stated the Committee should be careful about having 'bits' of meetings after the conclusion of formal; either it should be part of the formal meeting or outside of the meeting to avoid any abuse of authority. He asked how staff could be convinced that changes had been made when those who failed to deal with bullying in the past still remained in post.

The Chairman responded that a full response had been provided to the questions and he regarded that these as full and final and that the matter was now closed. The Committee had agreed to receive a report at each meeting on the wellbeing of staff and this was happening. The Committee

would continue to be involved in the work on wellbeing and the emerging work from the Cultural Review.

Staffing Committee members provided no comments in response to the Chairman's request for feedback.

29 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 25 January 2018 be confirmed as a correct record.

30 CULTURAL REVIEW UPDATE

The Committee received a presentation on the Brighter Future Transformation Programme from the Head of Strategic HR and Mary Clarke of Sticky Change.

Following receipt of the LGA report and recommendations of the Cultural Review, the Council had procured Sticky Change, a change management consultancy, to support the delivery of the Brighter Future Transformation Programme.

The first stage of the Programme was to agree the objectives, scope and deliverables and establish a communications strategy. A team of Brighter Future Facilitators would be established who would help to design and deliver a series of workshops and on-line mechanisms to engage both staff and Elected Members in the cultural visions and required behaviours. A Leading the Change event would be held for senior managers.

Draft governance arrangements for the Brighter Future Transformation Programme had been drawn up and included:

- Staffing Committee: to provide scrutiny of the Programme and receive reports on progress
- Steering Group: to provide strategic direction, governance and provide assurance to the Council in terms of progress and outcomes
- Programme Team: to deliver the Programme objectives and outcomes
- Brighter Future Together Team: to provide challenge and act as a critical friend and staff voice to the design, implementation and embedding of the Programme
- Members' Forum: to provide a cross party political steer and joint advocacy of the Programme objective and outcomes in relation to elected members
- Members' Technology and Development Panel to ensure that any training for Members identified through the Programme is delivered and developed.

The Committee asked questions on how staff members would be selected for the Brighter Future Together Team; how would managers be encouraged to allow time for staff to participate in the Programme; provision of support for staff for any changes which come about as a result of the Programme, and sought assurance that if anyone raised issues such as bullying at the workshops that it was dealt properly.

Members of the Committee were requested by the Chairman to forward any further feedback and observations to the Chairman and the Head of Strategic HR.

RESOLVED: That

- 1 the presentation be received with enthusiasm and thanks; and
- 2 any further feedback to be sent to the Chairman and Head of Strategic HR by Thursday 29 March 2018.

The meeting commenced at 2.00 pm and concluded at 3.55 pm

Councillor B Moran (Chairman)

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Staffing Committee

Date of Meeting: 26 April 2018

Report Title: HR and Health and Safety - Q4 Update Report

Portfolio Holder: Cllr Paul Findlow, Portfolio Holder for Corporate Policy and Legal Services

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

- 1.1 To update the Committee on progress with the Council's People Plan 2017/18 as at the end of quarter four, to include Health and Safety, Human Resource (HR) and Organisational Development (OD) items.
- 1.2 The purpose of the report is to ensure Members are kept up to date with HR and OD developments and that the Committee's Terms of Reference are followed.

2. Recommendation

- 2.1 To note the report and receive feedback.

3. Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with HR and OD developments and that the Committee's Terms of Reference are followed.

4. Other Options Considered

- 4.1 Not applicable.

5. Background

- 5.1 Placing the right people in the right places at the right times, is at the heart of the Council's success. To support and enable the delivery of the Council's ambitious plans, eight strategic workforce priorities come together to form the Council's People Plan 2017/18, which are summarised below:

1. **Organisation Design** – to provide change management support to services, enabling our workforce to be flexible and adaptable in a rapidly changing local, regional and national environment.
2. **Recruitment, Resourcing and Retention** – to review the Council's recruitment process and undertake a strategic workforce assessment. Create career pathway plans including talent management planning across the Council.

3. **Connected Council** – to develop and implement a leadership and management model and development strategy which increases leadership impact and facilitates cultural change.
 4. **Employee Development** – to continue to develop highly skilled and competent professionals who operate safe practice and risk awareness and can work effectively across internal and external boundaries as the structure and form of public service changes.
 5. **Engagement and Wellbeing** – to continue to build from the findings of the Staff Survey 2016 with particular focus on improving staff wellbeing, resilience and attendance management, to ensure our workforce are engaged and performing at the highest level.
 6. **Pay and Rewards** – to monitor and review approaches to pay to meet business needs and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
 7. **Service Delivery** – to further develop and clarify the HR offer to ensure a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential.
 8. **HR Business Development** – to ensure the Council’s HR service is in the best position to fully support the delivery of business priorities and exploit further business opportunities.
- 5.2 A copy of the People Plan for 2017/18 is attached at Appendix 1 to this report. The People Plan 2017/18 is derived from the HR service plan and outlines the priorities which will be focused on to achieve each objective. Staffing Committee Members are asked to note progress at the end of quarter four in delivering the People Plan for 2017/18 and to provide any feedback.

6 HR POLICY REVIEW

- 6.1 Work on the revised policies for Grievance, Dignity at Work and Disciplinary has now been completed and agreed by the Portfolio Holder following consultation with the trade unions and a private session of the Staffing Committee. Work is continuing to develop E Learning, Face to Face Training and enhance the guidance, toolkits and standard letters/documentation. The three policies are to be launched by 30th April 2018 and an initial communication through Team Voice was sent to staff on the 14th March 2018. Further communication will go out prior to launch which will include further information and details about training. HR Delivery staff will be briefing Directorate Management Team’s and other Management Teams prior to launch. The next phase of work will focus on Sickness Absence, Organisational Change, Capability and Leaving the Council and this next phase of the review is expected to be concluded by the end of June 2018.

- 6.2 E Learning Training Modules in respect of Dignity at Work will be mandatory for all staff and e-learning to support Grievance and Disciplinary policies will be mandatory for all supervisors and managers.

7. MUTUALLY AGREED RESIGNATION SCHEME

- 7.1 The Mutually Agreed Resignation Scheme (MARS) policy was approved by Cabinet in February 2018.
- 7.2 MARS is a scheme which will help the Council to meet it's financial challenges including management costs and workforce reductions, service redesign, and other efficiency needs. The scheme forms part of a suite of policies and procedures that allow staff to exit the organisation. However, it is not linked to statutory schemes such as redundancy or the Local Government Pension regulations.
- 7.3 The window for applications from interested staff opened on 19 March 2018 and closed on 16 April 2018. There have been communications to inform employees about the Scheme and to answer queries to enable them to make an informed choice about submitting an application. These communications include a dedicated MARS page on the Centranet, articles in Team Voice and drop-in sessions across the Borough.
- 7.4 94 applications have been received from employees across the organisation. After the application window closes, managers will produce business cases to demonstrate the likely service impact which will form part of the decision making process. Employees will be notified of the outcome of their applications by 31st May 2018. Successful applicants will leave their employment with the Council on 30 June 2018.

8. NJC PAY AWARD UPDATE

- 8.1 Local Government national pay negotiations for 2018/19 and 2019/20 have concluded and agreement has been reached with the trade unions. Agreement has been reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from **1 April 2018** and **1 April 2019**. UNISON and GMB both voted to accept whilst Unite voted to reject. However, in line with the Constitution of the NJC, Unite accepts the collective majority decision of the other unions that the pay award should now be implemented.
- 8.2 The pay award is outlined as follows:

Year 1 (2018/19)

The lowest spinal points 6-19 will be increased to meet the significant national living wage pay gap, making the lowest spinal point £8.50 per hour. Spinal point 20 and above will receive a 2.0% pay increase.

Year 2 (2019/20)

In this year the agreement will gain further headroom over the national living wage increase due in 2019. The bottom spinal point will become £9.00 per hour. In addition, the bottom twelve pay scales will be merged into six new points. 2% increases will be applied from new spinal point 23 onwards.

9. GENDER PAY GAP

9.1 The Council's Gender Pay Gap figures were published on the Government's Equalities website on 21 March 2018, in order to comply with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 as the Council employs more than 250 employees.

9.2 In summary, the Council's gap is 14%, 4% below the national average in the public sector. Out of 3,849 employees in our gender pay gap analysis, 76% were female. The gender profile of our workforce is a reflection of the occupational roles within the Council and represent the high number of caring roles, which still tend to be viewed as traditional female occupations. Many authorities outsource this work completely which is why some authorities have lower gender pay gaps. Additionally, other traditionally male roles such as refuse collection are not part of the Council's workforce.

9.3 As well as reporting the six required metrics on the Government's Equalities website a link is also provided to the Council's website to the [Gender Pay Gap Report](#) that has been prepared. This outlines the gap figures and also explains the reasons for the gap and actions the Council will take in the future to narrow the gap.

9.4 The report has been shared widely with all Trade Unions, the Council's workforce and also published on Centranet for employees to make comments. A detailed action plan is being developed to seek to reduce the gap, with a focus on the areas targeted in the Gender Pay Gap report.

10. EDUCATION HR CONSULTANCY

10.1 An improved package is being offered to schools and academies for 2018/19 recognising the increasingly competitive market within which the Council is offering the buy-back of Education HR Consultancy Services. Some of the features for 2018/19 packages include:

- **Gold and Silver Advice and Support Packages** - which offer unlimited HR advice by phone. The gold package also provides on-site support, an annual Headteacher / Manager Workshop and free mediation support.
- **Access to the Employee Assistance Programme** - to support our schools and academies arrangements have been made for the scheme to be offered at an introductory rate for the year from September 2018. This offer is available to schools and academies who currently contracted for 3 years.
- **Barred List Checks** - the Education HR Consultancy are now licensed to offer these checks to schools and academies who purchase the Education HR Consultancy service in 2018/19.

10.2 An update on buy-back from schools and academies for the new academic year will be provided at the next Staffing Committee meeting.

11. HEALTH AND SAFETY (Q4) 01.01.2018 – 31.03.2018

11.1 Quarter 4 ACCIDENT & INCIDENT OVERVIEW DETAILS

		Corporate Core Employees (average head count): 3589	Schools Employees (average head count): 3318
Accidents	Employees	66	49
Accident Rate Factor (Employees) AVERAGE		1.8%	1.5%
	MOTP	185	117
Incidents	Employees	67	4
	MOTP	139	30
A&I Total		457	200

		Corporate Core	Schools
RIDDOR	Employees	3	2
	MOTP	0	0
	Dangerous Occurrence	0	1
RIDDOR Total		3	3

MOTP – Members of the Public

RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

11.2 **RIDDOR details are as follows:**

January Corporate RIDDOR; 1 - involved a member of staff who fell on black ice on the public highway walking between corporate buildings, sustaining broken bones.

Corporate RIDDOR: 2 - involved a member of staff who fell and sustained a badly cut hand due to a cup breaking as they fell. This required surgery and an absence of more than 7 days.

Schools RIDDOR: 1 - a dangerous occurrence report was submitted regarding an incident at a Cheshire East school which suffered a fire in the boiler room during the Christmas holidays. A new boiler was being installed and the gas supply was left in an unsafe condition at the conclusion of work for the day. This resulted in an uncontrolled gas leak and a fire. Fortunately, the fire was confined to the boiler room, but could have resulted in the total loss of the school. The incident was fully investigated by the Corporate Health and Safety team, Facilities Management, Health and Safety Executive and the utilities company. The HSE is not pursuing action against the Council or the school and has handed the case over to Gas Safe Register to pursue the contractor responsible for the work. Their investigation is in the early stages and will take some time to conclude. Once the investigation has been completed, learning will be shared and acted upon as appropriate.

February Schools RIDDOR: - 1: involved a member of staff who slipped on some rainwater in the corridor and sustained a fractured lower leg.

Schools RIDDOR – 2: related to a teacher who was placing a display on the wall and fell from a low bench they were standing on, sustaining a fractured wrist.

March: Corporate RIDDOR – 1: involved an enforcement officer who was the victim of an assault in Crewe town centre. The injured party sustained head injuries that required hospital treatment. The assailants were arrested and detained by police. The injured person was absent from work for more than 7 days.

11.3 CORPORATE HEALTH & SAFETY TRAINING PROGRAMME

QUARTER 4 – 01.01.2018 – 31.03.2018

NO. OF COURSES	COURSE	ATTENDEES
3	First Aid Re-qualification course (2 day)	29 18 Corporate 11 School
1	First Aid at Work course (3 days)	12 7 Corporate 5 School
1	Emergency First Aid at Work course (1 day)	10 5 Corporate 5 School
1	Half day First Aid Refresher course	12 Corporate
2	Basic First Aid courses (3 hours) Manor Park Primary School Disley Primary School	22 School
2	IOSH Leading Safely (for schools) (6 hours)	16 School
1	Corporate Induction – Health & Safety session	30 Corporate
11	TOTALS	131

11 courses were delivered to 131 employees comprising 72 corporate staff and 59 schools staff:

12. HR PERFORMANCE DATA – Q4 (01.01.18 to 31.03.18)

12.1 Headcount & FTE (Excluding schools, agency workers and casuals)

Date	Headcount	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC	FTE	% change from previous year	% change From previous year excluding ASDV TUPE transfers out of CEC
30 Apr 2012	5,449	-7.01	n/a	4080.2	-6.96	n/a
30 Apr 2013	5,103	-6.35	n/a	3880.7	-4.89	n/a
30 Apr 2014	4,403	-13.72	-6.87	3232.7	-16.70	-8.28
30 Apr 2015	3,812	-13.42	-1.01	2883.5	-10.80	-0.19
30 Apr 2016	3,763	-1.29	-0.74	2891.7	0.28	1.02
30 Apr 2017	3,623	-3.72	n/a	2835.3	-1.95	n/a
31 Mar 2018	3,588	n/a	n/a	2824.0	n/a	n/a

Between April 2012 and March 2018, the overall Council employee headcount has reduced by 34.2% and the overall number of Council FTE employees has decreased by 30.8%. Between April 2014 and March 2018, the overall Council employee headcount reduced by 18.5%, and the overall number of Council FTE employees decreased by 12.6% over the same period. However, as described previously, the larger (>10%) reductions in staffing between both 2013-14 and 2014-15 include staff TUPE transferring to ASDVs. Between April 2017 and March 2018, the overall Council employee headcount has reduced by 1.0%, with the number of FTE employees decreasing by 0.4% over the same period.

12.2 Leavers & Turnover (Excluding schools, agency workers and casuals)

Financial Year	Overall Headcount of Leavers	Overall Employee Turnover (%)	Headcount of Leavers without TUPE Transfers	Employee Turnover without TUPE Transfers (%)
2009-10	838	13.2	838	13.2
2010-11	931	15.5	931	15.5
2011-12	830	14.7	830	14.7
2012-13	657	12.5	657	12.5
2013-14	1019	21.4	650	13.7
2014-15	1030	25.1	506	12.3
2015-16	566	14.9	545	14.4
2016-17	458	12.3	458	12.3
2017-18	402	11.1	391	10.8

The table above shows the overall cumulative headcount of leavers, including employees who may have TUPE transferred to ASDVs during the specified period. The overall employee turnover rate for the Council was 11.1% during 2017-18, which is less than 12.3% in 2016-17. If TUPE transfers are excluded from the analysis, 391 employees left the Council during 2017-18 for other reasons, which are summarised in the following tables. The turnover rate for all other leaving reasons is 10.8% for 2017-18, which is lower than 2016-17 and noticeably lower than previous financial years when there were a significant number of TUPE transfers, particularly 2013-14 and 2014-15.

The most common leaving reason is resignation; there were 287 leavers due to this reason in 2017-18, which is lower than the headcount in 2016-17 and progressively lower than every financial year since 2009-10, shown in the comparison table below. The turnover rate for resignation in 2017-18 was 8%, which has fallen slightly from 2016-17 when it was 8.4%.

Financial Year	Resignation Headcount	Employee Turnover by Resignation (%)
2009-10	390	6.2
2010-11	362	6.0
2011-12	307	5.4
2012-13	324	6.1
2013-14	354	7.4
2014-15	301	7.3
2015-16	305	8.1
2016-17	311	8.4
2017-18	287	8.0

The distribution of specific leaving reasons has been broadly categorised below to provide an overview. The 'Unsatisfactory' category relates to employee performance and captures employees who left following an unsatisfactory probation period, gross misconduct, or disciplinary action. The 'Other' category here reflects the number of leavers who left due to mutual termination or death.

Leaving Reason	Total Headcount	Proportion of all Leavers (%)
Resignation	287	71.2
Retirement	39	9.7
Redundancy	23	5.7
End of Contract	21	5.2
Unsatisfactory	10	2.5
Other	11	2.7

12.3 Redundancy

One person has left the Council under voluntary redundancy terms in quarter 4. The total severance cost was £22,846 inclusive of redundancy and actuarial costs. Over the next five years, this reduction is estimated to save the Council over £61,668.

Year	Number of voluntary redundancies	Number of compulsory redundancies
2009 - 2010	280	0
2010 - 2011	399	0
2011 - 2012	264	4
2012 - 2013	94	2
2013 - 2014	124	4
2014 - 2015	30	0
2015 - 2016	98	1
2016 - 2017	22	1
2017 - 2018	22	1

12.4 Calculated Days Lost to Sickness Absence per FTE Employee

Financial Year	Total Cumulative Absence
2011-12	11.67
2012-13	12.03
2013-14	11.33
2014-15	11.97
2015-16	11.14
2016-17	11.14
2017-18	11.18

At the end of 2017-18 the absence rate for the Council is 11.18, which is slightly higher than 2016-17 due to elevated absences during quarter four associated with seasonal illnesses such as influenza. However, the overall absence rate over the past three financial years has been relatively stable and consistently lower than the previous four financial years.

12.5 HR Casework

The HR Team continues to work with management to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes for the concerns raised. The table below sets out those cases that were considered through HR formal procedures. There has been one member appeal during Q4 2017/18.

Summary of open and current formal case work by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at June 2015	3	12	3	1	0
As at March 2016	5	2	6	1	1
As at March 2017	6	4	6	1	0
As at March 2018	1	8	5	1	4

Summary of closed formal case work during period by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April – May 2017	0	1	0	0	0
June – Sept 2017	2	5	5	1	0
Oct – Dec 2017	0	3	5	0	0
Jan – Mar 2018	0	4	5	0	0

Summary of new formal case work during period by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April – May 2017	0	3	1	1	1
June – Sept 2017	0	3	6	0	1
Oct – Dec 2017	0	5	3	1	2
Jan – Mar 2018	0	3	2	0	0

ET - Employment Tribunal

13. Implications of the Recommendations

13.1 Legal Implications

13.1.1. No direct legal implications arising from this report.

13.2 Financial Implications

13.2.1 No direct financial implications arising from this report.

13.3 Equality Implications

13.3.1 There are no direct equality implications.

13.4 Human Resources Implications

13.4.1 There are no direct Human Resources implications.

13.5 Risk Management Implications

13.5.1 No significant risks identified as a result of this update report. Risks relating to specific matters are dealt with separately.

13.6 Rural Communities Implications

13.6.1 There are no direct implications for rural communities.

13.7 Implications for Children & Young People

13.7.1 There are no direct implications for children and young people.

13.8 Public Health Implications

13.8.1 There are no direct implications for public health.

14 Ward Members Affected

14.1 No specific wards affected.

15. Access to Information

15.1 The background papers relating to this report can be inspected by contacting the report writer.

16. Contact Information

16.1 Any questions relating to this report should be directed to the following officer:

Name: Sara Barker
Designation: Head of Strategic HR
Email: sara.barker@cheshireeast.gov.uk



Connecting People Plan 2017/18 - Q4 update

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Introduction

As outlined in the Council's Medium Term Financial Strategy 2017/20 we are living and working in a complex world where residents and communities have high expectations of both business and public services. Greater resident and community choice and control is driving the shape of public services, with a growing public expectation that services will meet their needs, helping them achieve personal goals and aspirations. This becomes even more challenging within this era of austerity and the significant financial pressures that all public services face.

Doing more of the same won't work. Increasing demand, greater complexity, rising expectations and severe financial constraints mean that the current situation is not sustainable. Tomorrow's solutions will need to engage people as active participants, delivering accessible, responsive services of the highest quality. We don't have all of the answers to the challenges that we face. We need to work closely with other partners and providers in all sectors to find new ways to design and deliver services across the public sector and to seize the opportunities as they emerge.

As the rules of delivering public service are being re-written, making people and relationships the key to sustainable success is more important than ever. Only through deepened relationships with and between employees, partners, residents and communities will the Council innovate and adapt fast enough whilst maintaining service delivery. Tomorrow's solutions will need to bring together the diverse skills and talents and unlock the potential of people across the public sector.

Connected Council

Consciously building and strengthening connections in the way we lead, manage and work together within and across the Council, with members, partners and our communities is at the heart of our workforce strategy. We aim to build a more connected council and workforce through:

1. **Purpose and direction** – ensuring our workforce have a common understanding of why they exist as an entity, a clear sense of what they are trying to achieve and the strategy to get there around which people can unite and flourish.
2. **Authenticity** - leaders who act in a way that is in line with our FIRST values and who build relationships of trust and respect.
3. **Devolved decision making** – the sharing of power across the organisation with decisions being made as close to the customer as possible, whilst key strategic decisions are made centrally.
4. **Collaborative achievement** – close working within and across teams and organisations so that end to end processes work efficiently and effectively.
5. **Agility** – colleagues are encouraged to share what they learn and to operate in a culture that supports experimentation.

2 **Red** = Significantly off track

Amber = Some delay

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Green = On track / completed

White = Not yet commenced

Summary of People Plan Objectives

Recognising the complex world we operate within, placing the right people in the right places at the right times is at the heart of the Council's success. To support and enable the delivery of the Council's ambitious plans, eight inter-connected workforce priorities come together to form the basis of the Council's Connecting People Plan.

2017/18 Objectives

1. **Organisation Design** – to provide change management support to services, enabling our workforce to be flexible and adaptable in a rapidly changing local, regional and national environment.
2. **Recruitment, Resourcing and Retention** – to review the Council's recruitment process and undertake a strategic workforce assessment. Create career pathway plans including talent management planning across the Council.
3. **Connected Council** – to develop and implement a leadership and management model and development strategy which increases leadership impact and facilitates cultural change.
4. **Employee Development** – to continue to develop highly skilled and competent professionals who operate safe practice and risk awareness and can work effectively across internal and external boundaries as the structure and form of public service changes.
5. **Engagement and Wellbeing** – to continue to build from the findings of the Staff Survey 2016 with particular focus on improving staff wellbeing, resilience and attendance management, to ensure our workforce are engaged and performing at the highest level.
6. **Pay and Rewards** – to monitor and review approaches to pay to meet business needs and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
7. **Service Delivery** – to further develop and clarify the HR offer to ensure a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential.
8. **HR Business Development** – to ensure the Council's HR service is in the best position to fully support the delivery of business priorities and exploit further business opportunities.

The purpose of this document is to outline the priorities within each objective and provide a mechanism to monitor and review delivery of the People Plan.

3 **Red** = Significantly off track

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White = Not yet commenced

1. Organisational Design – Change Management, Productivity, Governance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to Date
A	To provide ongoing change management support for managers to enable effective redesign / transfer of services.	HR Delivery Manager/HR Education Manager	Ongoing	- Effective delivery of change programmes to agreed timescales	COMPLETE The non schools delivery team has continued to support services across the organisation with a number of restructures and small TUPE transfers e.g. Schools Catering.
B	To support and challenge managers in the realisation of their contribution to the Councils £5m productivity savings.	Head of Strategic HR	March 2018	- Managers supported and on track to deliver productivity savings. -	COMPLETE Managers are supported to deliver productivity savings through for example different resourcing approaches.
C	To maintain and improve ongoing governance arrangements and further change management support for Executive Directors to improve challenge, consistency and deliver benefits.	Head of Strategic HR	March 2018	- Financial savings identified and realised.	COMPLETE Financial savings delivered and realised.

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2. Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships, Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to Date
A	To undertake a strategic workforce assessment and design appropriate career pathway and talent development plans across the Council.	OD Manager / WFD manager	March 2018	<ul style="list-style-type: none"> - Strategic Workforce Assessment completed. - Talent development plans in place. 	<p>ONGOING</p> <p>Career pathway development work underway with Corporate Services teams under restructure. Organisational approach in place for 18/19 through maturity self-assessment.</p> <p>Career pathways, using relevant apprenticeship standards have been developed for legal and ICT. The new apprenticeship standard in social work is also being explored as a career pathway for Adults and Children's.</p>
B	To fundamentally review attraction, recruitment and on-boarding processes, standards and supporting framework.	TBC	March 2018	<ul style="list-style-type: none"> - Recruitment process review and aligned with B4B solution - Standards and framework developed 	<p>DEFERRED</p> <p>Project deferred to 2018/19 due to higher priorities.</p>

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C	To introduce an apprenticeship strategy that helps address skills gaps and supports talent and the development of career pathways across the Council.	WFD Manager	March 2018	- Proportion of Council target achieved and amount of levy spent.	<p>COMPLETE</p> <p>Target for core Council achieved.</p> <p>Apprenticeship levy budget currently forecast to be £736,000 per year across maintained schools and ASDVs. Total committed spend at the end of quarter 4 is £711,000.</p> <p>A cohort of degree level leadership and management apprentices started in January with a level 5 cohort starting in April. A further cohort of level 3 apprentices in leadership and management is scheduled for quarter 1 in 2018/19 as is a cohort of apprentices in Project Management.</p> <p>Target set currently to be 85 across the core of the Council, with 107 currently in place.</p>
D	To facilitate and support the introduction of the apprenticeship levy across our maintained schools and ASDVs.	WFD Manager	March 2018	- Proportion of Council target achieved and amount of levy spent.	<p>ONGOING</p> <p>Target of 96 apprentices across schools and ASDVs. 21 new apprentices</p>

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					<p>recruited across schools and ASDVs since May.</p> <p>Regular communications issued to schools with another schools specific market place event set for April 2018 to develop further interest in take up across maintained schools.</p>
E	To review and implement changes to the Performance Development Review (PDR) process in preparation for the 2018/19 performance year taking into consideration the development of the B4B programme.	OD Manager	March 2018	- PDR process review and aligned with B4B solution.	<p>ONGOING</p> <p>Review of PDR process is underway and will be aligned with Brighter Future - Transformation Programme.</p> <p>Discussions continue with the Best4Business programme to determine the technical solution for 18/19.</p>
F	To review and implement changes to the redeployment arrangements to meet the change requirements of the Council and minimise redundancies.	HR Delivery Manager	March 2018	- Redeployment procedure reviewed and implemented.	<p>ONGOING</p> <p>A refresh of the redeployment procedure has commenced and is being incorporated into an Organisational Change policy as part of the wider review of HR Policies and Procedures. This is planned for completion in June 2018.</p>

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3. Connected Council - Leadership, Culture, Values					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to Date
A	To develop an agreed Connected Council cultural change roadmap and supporting leadership and management development strategy and model.	OD Manager/WFD Manager	March 2018	<ul style="list-style-type: none"> - Roadmap defined and agreed. - Leadership and management development strategy in place 	<p>REALIGNED</p> <p>Timeline revised to enable full stakeholder engagement and alignment with other linked initiatives for example findings from the cultural review.</p> <p>This work will now be integrated into the Brighter Future Transformation Programme.</p> <p>Leadership and management model to develop further aligned with transformation work.</p>
B	To lead / support the implementation of the 2017/2018 components of the Connected Council roadmap and leadership and management development strategy.	OD Manager WFD Manager	March 2018	<ul style="list-style-type: none"> - Connected Council change model in place. - Leadership and management training programme in place. - A review of management 	<p>REALIGNED</p> <p>Work underway deliver L&M training programme including management portal and induction e-learning suite, additionally informed by transformation work</p>

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				training at all levels to be completed.	Further management development sessions delivered in social care, and Corporate Services. Leadership and management qualifications, funded through the apprenticeship levy are now being offered organisation wide.
C	To deliver a programme of engagement events for Wider Leadership Team and Wider Leadership Community	OD Manager	March 2018	- Events run with positive feedback.	COMPLETE Events for the Wider Leadership Team and Wider Leadership Community have run successfully as scheduled and plans are in place for the 2018/19 programme.
D	To continue to align and embed organisational values and behaviours with particular focus on creativity.	OD Manager	March 2018	- Three innovation centres delivered.	COMPLETE Three successful innovation events have been held, plus specific work with service areas. This objective is now being developed under the broader scope of the Brighter Future Transformation Programme.

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4. Employee Development - Capability, Talent, Learning					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to Date
A	To review and implement a Corporate Training plan to meet Corporate objectives for 2017/2018.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Agree Corporate Training requirements. - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. - Take up of places > 80%. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation 	<p>COMPLETE</p> <p>56 courses held across 131 sessions. Commissioning against agreed training plan completed.</p> <p>Achieved take up of places is 83% for the year. Achieved - Feedback rate is at 98%.</p>
B	To develop and implement service specific training plans to meet service objectives.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Develop and agree local Training requirements and Plans. 	<p>COMPLETE</p> <p>17/18 training plans delivered utilising centralised budget for efficiencies. Achieved. 145 courses have been held across 317 sessions, with percentage attendance at 83% and</p>

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				<ul style="list-style-type: none"> - Deliver plans to meet customer's needs within budget. 	<p>feedback rated at very good or excellent at 96%.</p> <p>Training priorities identified in place and being delivered within budget. Budget fully spent, all training requirements commissioned.</p>
C	To continue to roll out career pathways across all service areas to meet service specific workforce needs.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Career pathways established based on portfolio need and reviewed quarterly 	<p>ONGOING</p> <p>Career pathway and talent development work ongoing in Corporate Services and Social Care. Further informed by transformation work.</p>

5. Engagement and Wellbeing – Staff Survey, Equality and Diversity, Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to Date
A	To monitor and co-ordinate delivery of the Council's staff survey corporate commitments and local action plans, via the Staff Survey Governance Group.	OD Manager	March 2018	- Action plans delivered	COMPLETE Action plans completed. Staff Survey Governance Group terms of reference have been completed and the work of this group has been concluded.
B	To manage a series of Staff Survey Focus Groups to engage colleagues and obtain insight regarding improvement progress	OD Manager	March 2018	- Response rates for Focus Groups - Summary findings report	COMPLETE A series of Focus Groups have been run and findings reported. A further independent cultural review has been undertaken by the LGA.
C	To commission and procure a supplier to deliver the 2018 staff survey.	OD Manager	March 2018	- Supplier procured	COMPLETE Procurement of a new supplier completed.
D	To deliver agreed HR actions in the Council's Equality and Diversity Plan relating to refresh and update data and review training for managers and staff.	WFD manager / OD Manager	March 2018	- Equality and Diversity employee data updated.	COMPLETE Equality and Diversity training plan commissioned with 96% uptake of places as of end March. E-

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				<p>- Reviewed framework of Equality and Diversity training in place</p>	<p>learning updated and live with 589 people completing by end March, prior to mandatory completion date in April.</p> <p>Monitoring of Equality and Diversity self reporting on oracle being tracked and showing range from 28% to 100% completion by characteristic with little change over the quarter, referred to E&D strategy group. Equality and Diversity action plan on track.</p>
E	To develop and implement a programme of engagement and wellbeing in work initiatives to build organisational, team and individual resilience.	OD Manager	March 2018	<p>- Programme successfully delivered</p>	<p>ONGOING</p> <p>A programme of events has been completed:</p> <ul style="list-style-type: none"> • Long Service • An “Audience With” • “Back to the Floor” <p>A staff wellbeing in work framework has been developed. A staff forum and contributors group has been established and a programme of initiatives is underway. Monthly Wellbeing in Work newsletters commenced in January 2018.</p>

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6. Employee Rewards – Pay, Reward, Recognition					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to Date
A	To review the Performance Related Pay scheme for senior managers and associated pay arrangements	OD Manager	March 2018	- PRP way forward agreed	DEFERRED Deferred to 2018/19.
B	To review the Council's redundancy terms in light of national legislation and regional position (Exit Payments).	OD Manager	October 2017	- Terms reviewed and agreed	ONGOING A review of the Council's terms has been undertaken and consultation with the trade unions continues. Delay in timeline due to ongoing consultation with the trade unions and linkages with other policies.
C	To undertake gender pay gap audit and report findings and actions.	OD Manager	March 2018	- Analysis findings reported and action plans in place and progressed.	ONGOING Gender pay gap reported in March 2018. Report on reasons for the gap and how Council will close the gap is approved and published on the website. Action plan for closing the gap in development p.

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D	To implement outcomes of national NJC pay spine review and other associated pay and allowance reviews e.g. car mileage rates, sleep in, living wage etc.	OD Manager	March 2018	<ul style="list-style-type: none"> - Agreements reached and effectively implemented. 	<p>ONGOING</p> <p>Two year pay deal recently agreed for 2018/19 and 2019/20 nationally. Work will now commence to implement.</p>
E	To review, further develop and promote range of financial and non financial employee benefits.	OD Manager	March 2018	<ul style="list-style-type: none"> - Review of salary sacrifice schemes completed. - Employee Assistance Programme provider procured. - Employee benefits promoted 	<p>COMPLETE</p> <p>Employee Assistance Programme has been re-procured and new supplier appointed.</p> <p>Roadshows to promote the Reward Centre took place during September.</p> <p>The “Rewards Centre” continues to be well received with more than 1,328 staff (31%) now signed up.</p> <p>Changes to the Childcare voucher scheme following a recent EAT ruling. With effect from 1 February 2018, the practice of continuing to provide members on maternity leave with vouchers when there is insufficient salary to cover the cost ceased.</p>

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F	To continue to promote and embed the Council's Making a Difference recognition scheme and long service events	OD Manager	Ongoing	- Sustain and increase number of Made my Day and Making a Difference nominations	<p>COMPLETE</p> <p>The 2018 scheme opened in February with 23 nominations received up to end March. In addition 206. "Made my Day's" have been sent during this time.</p>
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7. Service Delivery - Policies, Business Partnering, Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to Date
A	To continue to work with Executive Directors, SMTs and other staff to determine business requirements and develop Local Delivery plans which ensure HR address or support specific business issues, opportunities and appropriately manage risks.	Head of Strategic HR/HR Delivery Manager/HR Education Manager.	Ongoing	- Local delivery plans agreed and implemented.	COMPLETE Through close and regular working and attending key meetings, HR Business Partners and HR delivery team ensures that they are involved at early stages of planning to understand business aims, scoping resources required and identifying risks to ensure projects/plans run smoothly. Examples being imminent phase three of the restructure in Adults Services as well as the launch of the Prevention Service Restructure consultation.
B	To review HR policies, procedures and toolkits to ensure these meet legislative requirements and changes in business need.	OD Manager / HR Delivery Manager	March 2018	- Revised HR Policies, procedures and toolkits implemented. - Dignity at Work e-learning module developed and implemented for all staff.	ONGOING Work on the revised policies for Grievance, Dignity at Work and Disciplinary has been completed and agreed by the Portfolio Holder following consultation with the trade

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					<p>unions and a private session of the Staffing Committee.</p> <p>On-going work is taking place to develop E Learning, Face to Face Training and enhance the guidance, toolkits and standard letters/ documentation so that these three policies can be launched during April 2018. Communications through Team Voice have gone to staff with planned further communications prior to launch with further information and details about training. HR Delivery staff will be briefing Management Teams prior to launch.</p> <p>The next phase of work is focussing on Sickness Absence, Organisational Change, Capability and Leaving the Council with a proposed completion date of the end of June 2018.</p>
C	To lead and support managers in proactively managing sickness absence across the Council.	HR Delivery Manager / HR Education Manager	March 2018	<ul style="list-style-type: none"> - Reduce current levels of sickness absence in 17/18 to achieve a target 10 days per FTE. - Complete actions from the Attendance Management 	<p>ONGOING</p> <p>On-going operational support and advice to line managers in the Attendance Management issues and procedures.</p>

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				<p>Project.</p> <p>Attendance Management is in the next phase of the wider HR Policy with planned completion by the end of June 2018</p> <p>Building from the work undertaken by the Staffing Committee Working Group, further work is planned to reinforce absence management at all levels of the organisation and increased focus on HR performance data through a HR Scorecard at Directorate and Service level. Sickness absence forms part of the Corporate Balanced Scorecard.</p> <p>Revised Management Information including sickness absence is being provided to Directorate Management Teams to ensure that managers have the appropriate level of detail to enable fulfilment of responsibilities from oversight and scrutiny of overall absences to more detailed information to be used at an operational level.</p>
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D	To embed actions arising from the Corporate wide Health and Safety Audit Programme delivered during 2016/2017.	H&S Manager	March 2018	- All non-conformance actioned and residual risks minimised.	COMPLETE The CH&S Audit has been completed and the 29 Audit Managers have completed their individual service specific action plans. A CLT approved H&S training programme, is being delivered to Audit Managers and the Wider Leadership Community.
E	To monitor delivery of the external Occupational Health service - ensuring that it remains flexible in meeting demand	H&S Manager	March 2018	- KPI's met in accordance with SLA.	ONGOING Contract KPIs continue to be monitored monthly by the Council's and PAM's Contract Managers. KPIs are being met in accordance with the contract.
F	To undertake a full review of all Corporate Health & Safety and School Policies and Guidance Notes	H&S Manager	March 2108	- Review completed and implemented	ONGOING A review of 37 corporate guidance notes is underway – many of which are transferable to schools. The programme of work will continue into 2018/19.
G	To amend the Council's documented Health & Safety Operating Model to reflect changes in HSE's HSG65	H&S Manager	March 2018	- Operating model adapted to meet requirements of the revised HSG65.	ONGOING Improvement

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					recommendations within HSG65 have been actioned and work will continue into 2018/19.
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8. HR Business Development –Partnership, Income Generation, Accreditation.

	Priority	Owner	Timescale	Performance & Outcome Measures	Q4 Progress to date
A	To develop and agree a sustainable HR offer, model and service level agreement.	Head of Strategic HR	March 2018	- HR Offer defined and agreed	ONGOING HR are working closely to support business delivery across the Council. The service offer has been reviewed to ensure effective support to each Directorate and improve performance and support organisational change.
B	To work in partnership with CWAC to effectively implement the Best4Business system solution in September 2018.	Head of Strategic HR	March 2018	- Implementation and business change milestones achieved.	ONGOING The HR Function is closely aligned to the Best4Business project team and continuing to work in partnership to ensure all key milestones are delivered to agreed timescales.
C	To meet external income generation targets for HR Education and Health & Safety and to explore / develop new income streams across HR and OD	Head of Strategic HR	March 2018	- Income generation targets achieved	COMPLETE HR Education and Health and Safety have reviewed their service offer to ensure it continues to meet customer requirements.
D	To achieve external accreditation of HR/H&S services and work towards external awards.	Head of Strategic HR	March 2018	- Receive external accreditation and awards	COMPLETE Via the CH&S team, the Council

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					again achieved the Gold and Commended ROSPA award in the 2017 competitive award scheme. The 2018 entry portfolio has been submitted.
E	To continue to work with Transactional Service Centre (TSC) to develop employee service provision to meet CEC requirements in terms of cost, timeliness and quality service provision.	HR Delivery Manager/HR Education Manager	Ongoing	<ul style="list-style-type: none"> - Identify KPIs to measure service improvement. - Specific identified changes to improve service delivery and realise savings. 	<p>ONGOING</p> <p>Regular meetings between HR and ESC representatives to identify and address issues that may arise.</p>

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Staffing Committee

Date of Meeting: 26 April 2018

Report Title: Wellbeing in Work Update

Portfolio Holder: Cllr Paul Findlow, Portfolio Holder for Corporate Policy and Legal Services

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

1.1 The purpose of this report is to further update Staffing Committee on the progress that has been made in the last quarter regarding Wellbeing in Work.

2 Recommendation

2.1 To note the report and receive feedback.

3. Reasons for Recommendations

3.1 To ensure Members are kept up to date with the progress with the Wellbeing in Work framework.

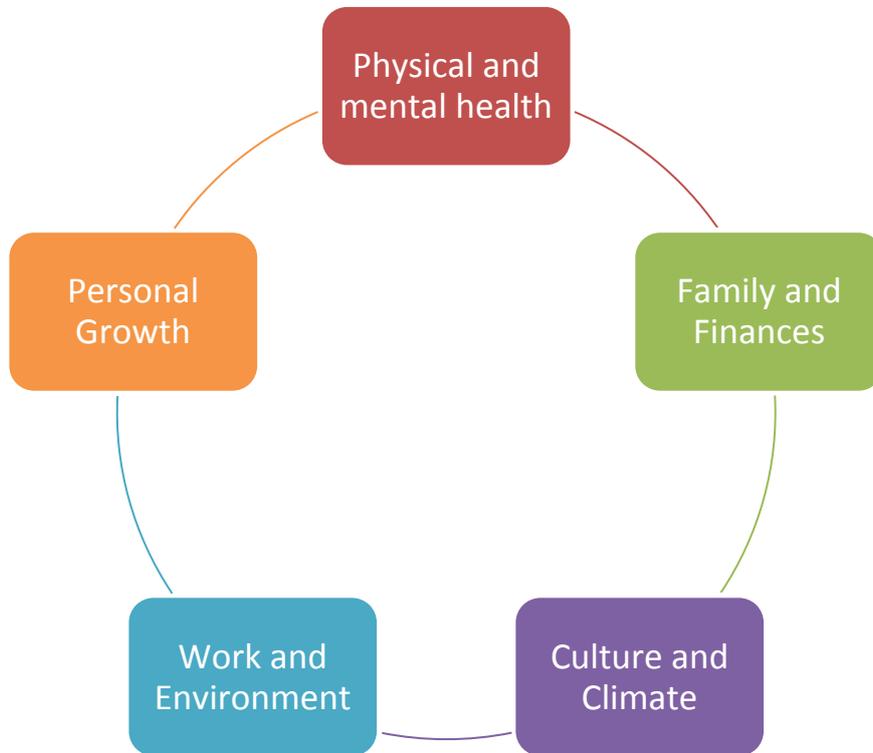
4. Other Options Considered

4.1 Not applicable.

5. Background

5.1 As reported at the last Staffing Committee, the Council has developed a Wellbeing in Work framework, which focuses on five interconnected areas which together support and strengthen employee wellbeing.

Wellbeing in Work Framework



3. Briefing Information

3.1 Wellbeing in Work Staff Forum

The Wellbeing in Work staff forum meets quarterly to help shape, inform and sustain a programme of wellbeing initiatives and build a wellbeing community. At the last meeting on 8th February 2018 the following actions were agreed:

- To break into three staff forum groups representing geographical areas i.e. Crewe, Macclesfield and Sandbach. This will make it easier for staff to attend the meetings and reduce the time spent traveling.
- Representatives for the Sandbach group volunteered to trial a book club in Westfields and offered to share their expertise with the Crewe and Macclesfield groups.
- The communal areas where staff can eat for lunch were discussed and suggestions made as to how staff could potentially make them more comfortable. These suggestions have been fed back into the Contributors' group.
- A member of the Organisational Development team will support the individual staff groups initially with the groups becoming self sufficient moving forward. At this time a lead representative will be identified to link in with the Organisational Development team.

- Although the group was intended to meet on a quarterly basis it was agreed to increase the frequency to help the groups gain some momentum. Dates have been arranged for each group to meet during the last week of April 2018.

3.2 Wellbeing in Work Contributors' Group

The wellbeing in work contributors group brings together services which contribute to the wellbeing agenda on a quarterly basis to increase impact. The group met on 28th March with the following outcomes

- The initial ideas from the wellbeing in work Staff Forum were discussed at some length to help determine and prioritise the ideas that had been suggested. The feedback will be shared with the Staff Forum and in the next wellbeing in work newsletter.
- The group discussed the Time to Change Pledge which is a positive initiative through which the Council can demonstrate commitment to our employees mental health. A paper will be taken to CLT with recommendations.
- The group will next meet in June.

4. Programme of Work

4.1 Building on the consultation conclusions and wider connections made, a collaborative programme of work is underway as outlined below. This programme continues to evolve throughout 2018 with initial key areas of focus as follows:

Communication and Resources	Policies and Practice
<p>For example:</p> <ul style="list-style-type: none"> • Monthly Wellbeing in Work staff newsletter commencing January 2018. Actioned • Online toolkit of resources and signposting by 31st March 2018. Development of the toolkit deferred to 30th June 2018 to fall in line with the new Centranet. • Ongoing promotions of existing wellbeing policies, practices and initiatives throughout 2018. Through newsletter. • Ongoing development of staff forum 	<p>For example:</p> <ul style="list-style-type: none"> • Dignity at Work - launch of policy and supporting e-learning module by 31st March 2018. Policy approved and launch is scheduled for the end of April. • Staff Volunteering - review of policy by 31st March 2018. Initial work is underway. • Introduction of Mental Health First Aiders by 31st March 2018. Volunteers trained in March. • Flexible and Home Working - review and sharing best practice by 30th

and contributors group throughout 2018. In progress	June 2018. Not yet commenced.
Wellbeing Ideas into Action	Standards and Measures
<p>For example:</p> <ul style="list-style-type: none"> • Prioritise and progress at least two ideas that strengthen each of the Wellbeing in Work elements during 2018. Ideas from Staff Forum and Employers Carers Association. • Manager as Coach and Curious Conversations training recommenced in December 2017. Actioned • “Effective one to one’s” training for managers has been commissioned and will commence in February 2018. Actioned 	<p>For example:</p> <ul style="list-style-type: none"> • Research and develop standards to underpin the five elements of the Wellbeing in Work framework to support measurement and continuous improvement by 31st March 2018. Research underway, take the Time to Change Pledge paper to CLT in May.

5 Wellbeing in Work Newsletter

5.1 The Wellbeing in Work newsletter was launched in January 2018 with further editions in February and March. Following each of the newsletters contributions have been received from staff for the next newsletter which is very encouraging.

5.2 The number of staff opening the newsletter email is as follows:

- January - 1316
- February - 1105
- March - 865 (this figure will rise once people return from leave over Easter)

5.3 The level of readership is similar to that of Team Voice. Other methods of communication will be developed in conjunction with the Brighter Future Transformation Programme to ensure all staff are informed and engaged.

6. Measuring Success

6.1 As the Council is taking a holistic approach to strengthening and sustaining wellbeing in work, success requires both soft and hard measures as outlined below:

Soft measures	Hard measures
<ul style="list-style-type: none"> • Wellbeing in work is talked about • Collective ownership of wellbeing • Mutual support of colleagues • Positive wellbeing stories shared 	<ul style="list-style-type: none"> • Achievement of wellbeing standards once agreed • Absence rates and trends in absence • Take up of the Employee Assistance Programme and other benefits • Staff survey results and overall trends in employee engagement

7. Next steps

7.1 To continue to progress the evolving programme of work. The interconnection with the Brighter Future Transformation Programme is recognised and the cultural vision and narrative emerging from this will inform and influence the Wellbeing in Work programme, going forward.

8. Implications of the Recommendation

8.1 Legal Implications

8.1.1 No direct legal implications have been identified.

8.2 Financial Implications

8.2.1 The programme is currently being funded from existing budgets.

8.3 Equality Implications

8.3.1 There are no direct implications for equality.

8.4 Human Resources Implications

8.4.1 Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organisation. Workers well-being is a key factor in determining an organisation's long-term effectiveness. Many studies show a direct link between productivity levels and the general health and well-being of the workforce. Employee Wellbeing is more than just people's medical health.

8.4.2 Employee Wellbeing covers several aspects of the way that employees feel about their lives including their job and their relationships with the people around them. Research shows that employers can have an influence on an individual's overall sense of wellbeing in the way that

they run their organisation (ACAS). Healthy, happy and motivated people will go that extra mile, give great customer service, take fewer days off sick and provide commitment and creativity.

8.5 Risk Management Implications

8.5.1 There are no direct implications for risk management.

8.6 Rural Communities Implications

8.6.1 There are no direct implications for rural communities.

8.7 Implications for Children & Young People

8.7.1 There are no direct implications for children and young people.

8.8 Public Health Implications

8.8.1 There are no direct implications for public health.

9 Ward Members Affected

9.1 No specific wards affected.

10. Access to Information

15.1 The background papers relating to this report can be inspected by contacting the report writer.

16. Contact Information

16.1 Any questions relating to this report should be directed to the following officer:

Name: Therese Hynes
Designation: Senior Organisational Development Officer
Email: therese.hynes@cheshireeast.gov.uk

Staffing Committee

Date of Meeting: 26 April 2017

Report Title: Brighter Future Transformation Programme

Portfolio Holder: Cllr Paul Findlow, Portfolio Holder for Corporate Policy and Legal Services

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

- 1.1 The purpose of this report is to update Staffing Committee and seek feedback since the special Staffing Committee, held on 21st March 2018, of progress in terms of co-creation of the programme, the journey which we are taking and delivery against the plan.

2. Recommendation

- 2.1 To note the report and provide feedback on the progress with the Brighter Future Transformation Programme.

3. Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with the progress with the Brighter Future Transformation Programme.

4. Other Options Considered

- 4.1 Not applicable.

5. Background

- 5.1 Following the Local Government Association's independent culture review and acceptance of the report recommendations, good progress has been made with the Council's partners Sticky Change to co create the Council's Brighter Future Transformation Programme.

- 5.2 The programme focuses on defining the Vision for the Council's workplace culture and behaviours, aligned to the Council's FIRST values. This will allow the Council to build on strengths and the behaviours role modelled by staff and members that will be reflected in the Employee Deal, to ensure that the vision for our workplace culture is realised and embedded for the future.

- 5.3 The Brighter Future Transformation Programme is a key part of the Council's overall Organisational Transformation Programme to deliver the Medium Term Financial Strategy and will both inform and influence related

programmes and projects. As the journey evolves it will touch every part of the Council as the outcomes are embedded creating our new workplace culture.

6. Briefing Information

6.1 The Brighter Future Transformation Programme is co-sponsored by the Leader and the Acting Chief Executive and a governance structure has been agreed by the Steering Group as detailed in Appendix 1. In summary the key components are as follows:

6.1.1 **The Steering Group** provides strategic direction, governance and assurance for the Council in terms of progress and outcomes. The first monthly meeting was held on 26th March 2018 and the governance structure, terms of reference and outcomes for the programme were agreed.

6.1.2 **The Brighter Future Programme Team** is responsible for co creating the Brighter Future Transformation Programme with our partners Sticky Change and delivering the outcomes. A number of meetings have taken place to develop the programme plan which includes the outcomes, key milestones, risks issues and dependencies.

6.1.3 **The Brighter Future Together Team** is made up of members of staff to provide insight, challenge and act as critical friends. 35 members of staff from across the council have joined the team. The first meeting took place on 26th March 2018.

6.1.4 **The Members' Forum** is to provide a collective cross party political steer and joint advocacy of the programme objectives and outcomes. The first meeting was held on 13th April 2018.

6.1.5 **The Members' Technology and Development Panel** is to ensure that training and development identified in the co-creation of the Brighter Future Transformation Programme is developed and delivered. The next meeting date is to be agreed.

6.1.6 **Staffing Committee** is to undertake the important "scrutiny" role in terms of the programme delivery to ensure cost, quality and realisation of the outcomes and benefits.

6.2 The Brighter Future Transformation Programme is underpinned by a Communications Strategy to inform and engage staff and members across the Council.

6.3 The following draft outcomes for the programme were shared at the Steering Group:

- People say they are proud to work for Cheshire East Council
- Our people feel valued, trusted and supported and understand the vision of the organisation and the part they play in achieving it
- All staff and members are even more aligned and accountable, acting on objectives and results and consistently role modelling the desired behaviours and delivers the vision for the organisational culture
- All employees feel they can provide feedback, influence and feel they have their voice heard within Cheshire East Council
- Our people are led by people who have the capabilities to build capacity and confidence to deliver high performing culture in a fair and consistent manner.
- Cheshire East Council becomes an employer of choice
- Members and officers have a shared belief attitude and value and create a supportive and safe environment in which all can excel

6.4 A measurement framework is being developed to monitor progress of the agreed outcomes, along with a benefits realisation plan.

6.5 The Brighter Future Transformation Programme is being phased over a 12 month period. A table detailing the programme of work is shown in Appendix 2.

7 Implications of the Recommendations

7.1 Legal Implications

7.1.1 There are no legal implications for the Council at this stage.

7.2 Financial Implications

7.2.1 Funding to engage with the Council's partners Sticky Change is agreed.

7.3 Human Resources Implications

7.3.1 The outcomes of the programme will inform and influence service redesign and restructuring and 'the deal' for our employees.

7.4 Risk Management Implications

7.4.1 Key Risks

To date the following key risks have been identified:

1. **Combined Impact of Change:** That due to a number of significant change projects taking place within the council that mixed messages may be given and resources become thinly stretched.
2. **Organisational Capacity:** That some staff may find it difficult to engage if their work needs to be covered by someone else. For example, some front line staff or carers meaning we may be unable to properly engage with staff across the council.
3. **Communication:** That some staff, particularly front line and those not using computers regularly might not be reached and informed in a timely manner via the usual electronic communication methods.

7.4.2 These risks are being further developed along with mitigating actions.

7.5 Dependencies

7.5.1 A dependency map is being developed.

7.6 Rural Communities Implications

7.6.1 There are no direct implications for rural communities.

7.7 Implications for Children & Young People

7.7.1 There are no direct implications for rural communities.

7.8 Public Health Implications

7.8.1 There are no direct implications for public health.

8 Ward Members Affected

8.1 No specific wards affected.

9. Access to Information

9.1 The background papers relating to this report can be inspected by contacting the report writer.

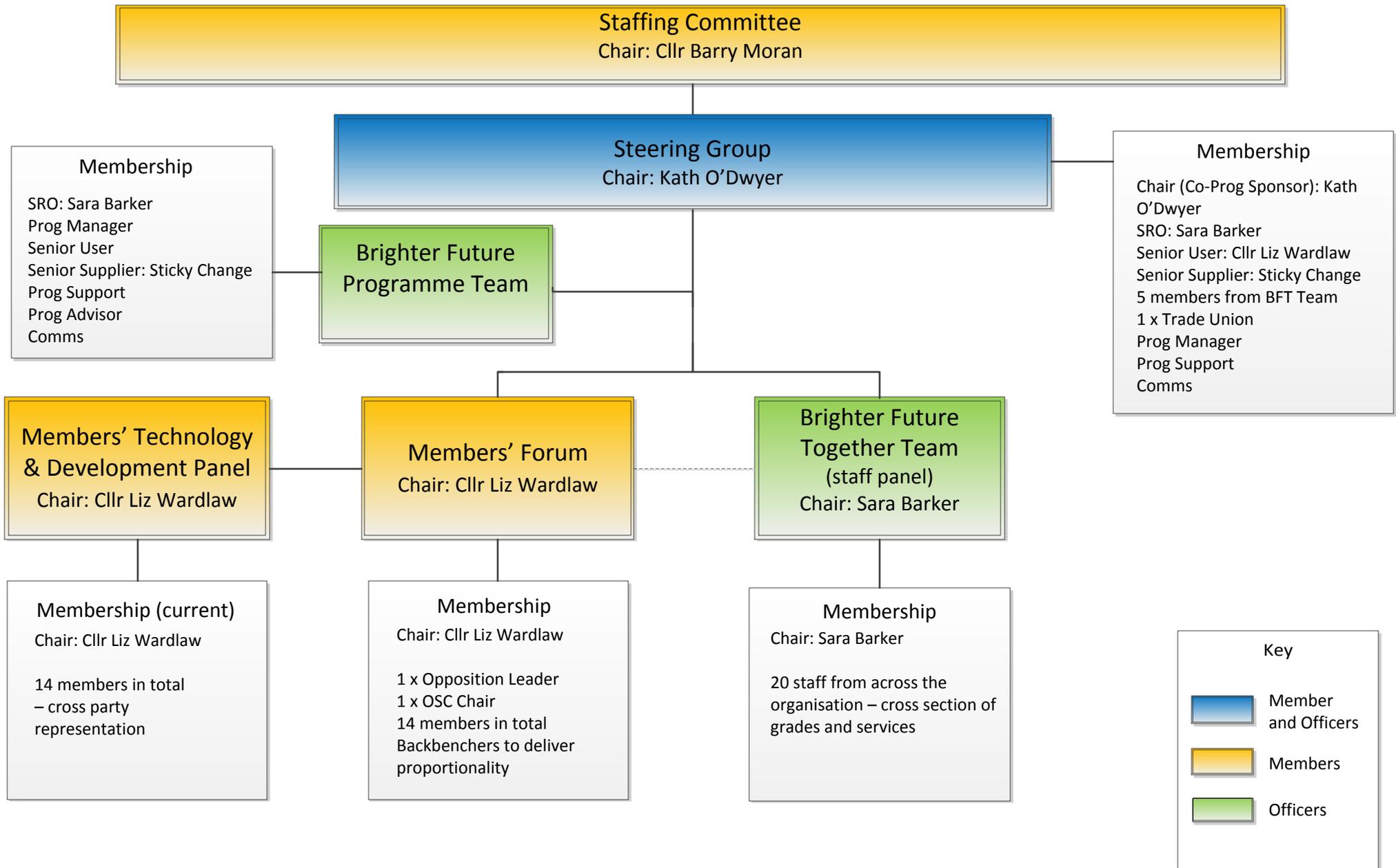
10. Contact Information

10.1 Any questions relating to this report should be directed to the following officer:

Name: Emma Morris
Designation: Senior Human Resources Officer
Email: emma.morris@cheshireeast.gov.uk

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The Brighter Future Programme – Governance Structure and Arrangements



Appendix 1

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CHESHIRE EAST COUNCIL

APPENDIX 2

Outline Programme of Work.

The Brighter Future Transformation Programme is phased over a 12 month period:

Phase	Key Deliverables	Start Date	Finish Date
Programme Initiation	<ul style="list-style-type: none"> Define and agree Programme structure, governance and terms of reference. Kick off meetings held with Programme Team, Steering Group and Brighter Future Together Team Co- create the Starting the Conversation Sessions Creating the Communication Strategy 	1 March 18	30 April 18
Phase1:Starting the Conversation and co-creation	<ul style="list-style-type: none"> Deliver the Starting the Conversation Sessions to Staff and Members Deliver the Starting the Conversation Survey Deliver Leadership Change Workshop Co-create the Behavioural Framework 	1 April 18	31May 18
Phase 2: Developing the Deal and mobilising the facilitators	<ul style="list-style-type: none"> Train members of the CE community to become Brighter Future Programme Facilitators Co-design and create the Building a Brighter Future Together Workshops Develop the Employee Deal 	1 May 18	30 June 18
Phase 3: Engaging everyone for working for a Brighter Future	<ul style="list-style-type: none"> Deliver the Working For a Brighter Future Together Workshops to employees and Members Design and deliver an impact survey 	1 July 18	31 Jan 19

<p>Phase 4: Broader alignment & development</p>	<ul style="list-style-type: none"> • Construct and conduct a skills audit aligned to the behaviours • Feedback and input to build on existing schemes and influence and align wider deliverables • Design, build and deliver the Leadership and managerial skills programme 	<p>1 Jun 18</p>	<p>31 Dec 18</p>
<p>Phase 5: Inform, sustain and embed</p>	<ul style="list-style-type: none"> • Introduction of Values Champions Forums • Introduction of a Brighter Future Masterclass Programme • Design and facilitate a Leadership Team and Values Champion Conference 	<p>1 Sep 18</p>	<p>31 Mar 19</p>