

Staffing Committee Agenda

Date: Monday 23rd July 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 26 April 2018.

5. **HR and Health and Safety - Q1 Update Report** (Pages 7 - 34)

To consider a report on the development of the Council's People Plan 2018/20 and on the Health and Safety, Human Resource and Organisational Development items.

6. **Attendance Management** (Pages 35 - 54)

To consider a report which provides an update on attendance management, including current levels and patterns of absence.

7. **Wellbeing in Work Strategy 2018-19** (Pages 55 - 68)

To consider an update report on Wellbeing in Work.

8. **Brighter Future Together (Culture) Programme** (Pages 69 - 84)

To consider a report on progress and to receive a verbal update from Councillor B Moran on the Staffing Committee's assurance role.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 26th April, 2018 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)
Councillor G Barton (Vice-Chairman)

Councillors G Baggott, Rachel Bailey, J Jackson, M Parsons, JP Findlow
(substitute for Cllr M Deakin) and S Hogben (substitute for Cllr D Flude)

Officers in attendance

Kath O'Dwyer, Acting Chief Executive
Sara Barker, Head of Strategic HR
Rosie Ottewill, Organisational Development Manager
Nina Lingard, Solicitor Legal Services
Rachel Graves, Democratic Services Officer

36 APOLOGIES FOR ABSENCE

Apologies were received from Councillors M Deakin and D Flude.

37 DECLARATIONS OF INTEREST

Councillor J Jackson declared that she was a member of GMB and
Councillor S Hobgen declared that he was a member of Unite.

38 PUBLIC SPEAKING TIME/OPEN SESSION

Councillor Sam Corcoran stated he was concerned that a Starting the Conversation session had been cancelled due to low attendance rates. He had previously stated that people were afraid to engage for fear of reprisal – they were afraid to put their heads above the parapet. He made reference to a story in Crewe Chronicle newspaper about a severance payment to an officer who was subject to disciplinary processes, which had quoted Cllr Howard Murray, who was then asked to step down from his committee roles. If confidence in the Council was to be regained, then changes of attitude and changes at the top needed to happen.

39 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 21 March 2018 be confirmed as a correct record.

40 HR AND HEALTH AND SAFETY - Q4 UPDATE REPORT

The Committee considered a report on the progress with the Council's People Plan 2017/18.

The report provided details on the progress with the main priorities for each HR service area in the People Plan, and on HR Performance Data for Quarter 4, which included headcount and employee turnover, voluntary redundancy and working days lost to sickness absence.

The report also provided a summary of accidents and incidents in Quarter 4 of 2017/18 and details of the RIDDOR reportable accidents.

It was noted that 94 applications had been received under the Mutually Agreed Resignation Scheme. A business case would be produced for each application to demonstrate the likely service impact, which would form part of the decision making process. Applicants would be informed by 31 May of the outcome, with successful applicants leaving their employment with the Council on 30 June 2018. An update report would be brought to the next meeting of the Staffing Committee.

Education HR Consultancy had offered an improved package of services to schools and academies for 2018/19. An update on buy-back numbers for the new academic year would be provided at the next committee meeting.

The Committee requested that the format of the tables used to show the number of HR casework be amended to year on year data so that any trends could be identified, including if possible, elapsed time taken to complete/close down case work.

RESOLVED: That

- 1 the report be noted; and
- 2 the HR casework tables be amended to show year on year data and if possible elapsed time taken to complete/close down case work.

41 WELLBEING IN WORK UPDATE

The Committee considered a report which provided an update on Wellbeing in Work.

The report detailed the work undertaken to date by the Wellbeing in Work Staff Forum and the Wellbeing in Work Contributors' Group.

The first group of Mental Health First Aiders had received training to recognise crucial warning signs of mental ill health and guide someone to appropriate support.

The Dignity at Work policy had been relaunched and was supported by a mandatory e-learning module.

The Committee suggested that the soft and hard measures for the success of the Wellbeing in Work framework be reviewed in the light of the work undertaken and outcomes to date.

RESOLVED: That

- 1 the report be noted; and
- 2 the soft and hard measures for the success of the Wellbeing in Work programme be reviewed.

42 **BRIGHTER FUTURE TRANSFORMATION PROGRAMME**

The Committee considered a report which provided an update on Brighter Future Transformation Programme.

The report, at Appendix 1, set out the governance structure and arrangements and also set out the programme of work to be undertaken, as detailed in Appendix 2.

As arranged, Staffing Committee would have a key assurance role. The Chairman proposed that he, along with Councillor D Flude, would meet to initially review the programme structure, governance arrangements and terms of references for the Transformation Programme to provide assurance and report back to the Staffing Committee. They would also draw up a plan of approach for reviewing Phases of the Transformation Programme and report back to the Staffing Committee members in due course.

RESOLVED: That

- 1 the report be noted; and
- 2 Councillor B Moran and Councillor D Flude to review the programme structure, governance arrangements and terms of references for the Transformation Programme, to provide assurance and report back to the Staffing Committee.

43 DIRECTOR OF LEGAL SERVICES AND MONITORING OFFICER RECRUITMENT

The Chairman reported that following the interviews the Committee had decided not to make a recommendation to Council to appoint to the position of Director of Legal Services and Monitoring Officer.

Consideration would now be given to how to progress with this position.

44 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involved the likely discussion of exempt information as defined in Paragraphs 1 and 2 of Part 1 of the Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing the information.

45 CONSIDERATION OF A STAFFING MATTER

The Committee received a verbal report on a staffing matter.

RESOLVED:

That the report be noted.

The meeting commenced at 2.00 pm and concluded at 4.27 pm

Councillor B Moran (Chairman)



Working for a brighter future together

Staffing Committee

Date of Meeting: 23 July 2018

Report Title: HR and Health and Safety - Q1 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 the development of the Council's People Plan 2018/20, to include Health and Safety, Human Resources (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 provide 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 The Council has ambitious plans for the coming years, developing a compelling vision which recognises the need for change and looks to a new future. In order to meet the challenge of delivering our corporate objectives within a testing financial environment, recognising the expectations of communities and residents regarding meeting their needs and supporting their

aspirations, the Council needs to maintain high quality, responsive services through ensuring staff are innovative, motivated and valued. Our responsibilities to work collectively across service areas, with partners and to empower communities in their own success have never been greater and our approach must equip our staff in their capability, capacity and confidence to deliver positive outcomes.

- 5.2 The purpose of the People Plan 2018/20 is to support the Council's transformation through the Brighter Future Together Whole Organisation Transformation Programme with a specific focus on enabling cultural change. This is a two year plan in recognition of the work and time required to meaningfully embed the cultural change. A copy is attached at Appendix 1 to this report. Staffing Committee Members are asked to note the People Plan 2018/20 and to provide any feedback. A verbal update on progress will be provided at the Staffing Committee meeting.

6 HR POLICY REVIEW

- 6.1 Work is continuing on the next phase of policies and positive discussions have taken place with the Trade Unions in relation to the sickness absence policy in particular. These discussions have led to the development of two separate policies for 'Wellbeing and Sickness Absence' and 'Attendance Management'. Wellbeing and Sickness Absence which have been shared with the trade unions and discussion continues. The main elements included in the policy are:
- Greater focus on wellbeing and inclusion of 'workplace measures to promote wellbeing', i.e. Employee Assistance Programme (EAP), Occupational Health etc.
 - Updates in terms of occupational health, i.e. Council's occupational health provider rather than reference to the OHU/OHU Admin (previous provider).
 - More detail on staff reporting absence, i.e. "contact with your manager should preferably be made by a telephone call and not via text or email" and "if your manager is unavailable, you must contact the next most appropriate person in the department".
 - More flexibility in terms of conducting return to work discussions, i.e. "in some cases, it may be necessary to conduct the meeting by a telephone call where it is not practicable for both parties to meet in a private location within the specified timeframe".
 - Reference to sick pay entitlements and the sick pay scheme.
- 6.2 A draft Capability Policy has also recently been shared with the Trade Unions. Draft policies in respect of Attendance Management, Organisational Change and Leaving the Council will be shared with Staffing Committee in due course.

- 6.3 The e-learning to support the recently introduced Dignity and Work and associated policies has been launched requiring completion by 30th June 2018. As at the 30th June 2018 completion rates are outlined below:

- Dignity at Work 28% of all staff have completed
- Disciplinary Procedure 61% managers and supervisors have completed
- Grievance Procedure 52% of managers and supervisors have completed

In order to ensure this key learning is completed, further communication with individuals is underway and a verbal update will be provided at the Staffing Committee meeting.

- 6.4 A guidance pack for discussion of the key learning from these policies within team meetings is in development with team managers of those employees without access to email or e-learning, to be shared by August 2018.

7. NATIONAL PAY REVIEW

- 7.1 As reported at Staffing Committee on 26th April 2018 the national NJC pay award for 2018/19 has been agreed and implemented. The lowest spinal points 6-19 have been increased to meet the significant national living wage pay gap, making the lowest spinal point £8.50 per hour. Spinal point 20 and above have received a 2.0% pay increase from 1st April 2018. In 2019/20 the two year 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. This pay award has superseded the Council's Local Living Wage.

- 7.2 The National Employers made a revised final pay offer for Chief Officers to the trade unions of 2% from 1st April 2018 and 2% from 1st April 2019 which has yet to be agreed by the Trade Unions.

8. MUTUALLY AGREED RESIGNATION SCHEME

- 8.1 The Mutually Agreed Resignation Scheme (MARS) policy was approved by Cabinet in February 2018. MARS is a scheme which will help the Council to meet its 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 leave the organisation. However, it is not linked to statutory schemes such as redundancy or the Local Government Pension regulations.

- 8.2 The window for applications from interested staff opened on 19 March 2018 and closed on 16 April 2018. Letters were sent to applicants to advise the

outcome of their application on the 31 May 2018. A total of 96 applications were received which represents 2.5% of total council employees. 6 applicants withdrew their application after submission and a further four could not proceed as they were not eligible. Of the 86 applications that were eligible to proceed, 32 were approved representing 37.2% of those eligible. Subsequently 4 applicants have declined the offer made, resulting in 28 employees leaving the council through MARS on 30th June 2018.

- 8.3 As a consequence, savings to be achieved by the Council through MARS over two years are summarised below. Cheshire West and Chester have agreed to meet half the payment cost of shared service staff which is reflected in the figures below:

	CEC	CWAC	Totals
2018/19 (Part Year)			
- Total Salary Savings	-£641,474	-£110,230	-£751,703
- Retained by Services	£229,355	£33,069	£262,424
2018/19 Budget Saving	-£412,119	-£77,161	-£489,280
2018/19 MARS Payments	£289,927	£48,593	£338,520
Total Impact 2018/19	-£122,192	-£28,568	-£150,760
2019/20 (Full Year)			
- Salary Savings	-£855,298	-£146,973	-£1,002,271
- Retained by Services	£305,806	£44,092	£349,898
2019/20 Budget Saving	-£549,492	-£102,881	-£652,373

9. EDUCATION HR CONSULTANCY

- 9.1 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.
- 9.2 A verbal update on buy-back from schools and academies for the new academic year will be provided at the Staffing Committee meeting.

10.0 STAFFING COMMITTEE TERMS OF REFERENCE

- 10.1 Following the recent changes to the Council's constitution, on reflection some minor amendments are being made to the Terms of Reference for Staffing Committee as outlined below to provide greater clarity:
- para 47 "To make recommendations to Council in relation to decisions affecting the remuneration of any new post whose remuneration is or is

proposed to be or would become £100,000 p.a. or more, **unless the remuneration for the post is already included within the Council's annually approved Pay Policy Statement.**" Reference to the Pay Policy Statement in bold to be removed as the Pay Policy Statement does not provide the remuneration for each post.

- para 44.5 "The purpose of the Staffing Committee is ... to approve "in year" salary or other benefit increases to the Head of Paid Service provided that this is within the agreed annual Pay Policy". The words "**excluding national agreements**" to be added recognising that annual cost of living pay rises are by collective agreement.

10.2 These minor amendments will go forward to the Constitution Committee on 20th September 2018.

11.0 HEALTH AND SAFETY April & May 2018 (01.04.18 to 31.05.18)

11.1 Accident & Incident Summary Data

Total number of RIDDOR Accident / Incidents

Reporting Period	No. of Accidents & Incidents on PRIME	No. of RIDDOR Reports
Q1 – Q4: 2013-2014	6271	113
Q1 – Q4: 2014-2015	4969	93
Q1 – Q4: 2015-2016	3496	22
Q1 – Q4: 2016-2017	3520	15
Q1 – Q4: 2017-2018	2718	18

Q1: 2018 – 2019 Accidents & Incidents INTERIM: 04-05.18			
Corporate Core	RIDDOR ¹	Schools	RIDDOR
238	1	107	0

11.2 Accident & Incident April 2018 Summary

		Corporate Core Employees (average head count): 3587	Schools Employees (average head count): 3220
Accidents	Employees	8	4
Average Accident Rate Factor (Employees)		2.2%	1.2%
	MOTP ²	54	21
Incidents	Employees	2	0
	MOTP	39	0
A&I Total		103	25

		Corporate Core	Schools
RIDDOR	Employees	0	0
	MOTP	0	0
RIDDOR Total		0	0

¹RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

² MOTP – Members of the Public

There were no RIDDOR reportable accidents or incidents in the Corporate Core or in Schools during April 2018.

There were no incidents or accidents involving the HSE in April 2018.

11.3 Accident & Incident May 2018 Summary

		Corporate Core Employees (average head count): 3589	Schools Employees (average head count): 3216
Accidents	Employees	18	13
Average Accident Rate Factor (Employees)		5%	4%
	MOTP	50	67
Incidents	Employees	13	0
	MOTP	54	2
A&I Total		135	82

		Corporate Core	Schools
RIDDOR	Employees	1	0
	MOTP	0	1
RIDDOR Total		1	0

The RIDDOR reportable accident within the corporate core in May 2018 involved an employee who fell, hurting her ankle whilst in a service-users garden. The employee was incapacitated for more than 7 days.

The RIDDOR reportable accident in the schools involved a parent/volunteer working in the school garden. The parent/volunteer put her foot into a small hole and sustained a fractured ankle, requiring hospital treatment.

11.4 Corporate Health and Safety Training Programme Interim 01.04.18 – 31.05.18

65 courses were delivered to CEC and School staff during April and May 2018 – to 35 Corporate employees and 30 School employees:

NO. OF COURSES	COURSE	ATTENDEES
1	Emergency First Aid at Work (1 day)	3 1 Corporate 2 School
1	HSE First Aid Refresher (half day)	10 7 Corporate 3 School
1	Caretaker's Course (1 day)	12 1 Corporate 11 School
1	Defibrillator Training / Annual Refresher Course (2 hour)	11 Corporate
1	First Aid Re-qualification course (2 day)	8 7 Corporate 1 School
2	PRIME Accident Reporting training (half day)	17 8 Corporate 9 School
1	IOSH Managing Safely (4 days)	4 School
8	TOTALS	65 35 Corporate 30 Schools

12. HR PERFORMANCE DATA – April & May 2018 (01.04.18 to 31.05.18)**12.1 Headcount & FTE** (Excluding schools, agency workers and casuals)

Date	Headcount	Change from Previous Year (%)	Change from previous year excluding ASDV TUPE Transfers (%)	FTE	Change from Previous Year (%)	Change from previous year excluding ASDV TUPE Transfers (%)
30 Apr 2012	5,449	-7.01	NA	4080.2	-6.96	NA
30 Apr 2013	5,103	-6.35	NA	3880.7	-4.89	NA
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	NA	2835.3	-1.95	NA
30 Apr 2018	3,587	-0.99	NA	2824.5	-0.38	NA
31 May 2018	3,589	NA	NA	2825.1	NA	NA

Between April 2012 and May 2018, the overall Council employee headcount has reduced by 34.1% and the overall number of Council FTE employees has decreased by 30.8%. Between April 2014 and May 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 May 2018, the overall Council employee headcount has reduced by 0.9%, 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	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
April – May 2017	74	2.0	74	2.0
April – May 2018	53	1.5	47	1.3

The table above shows the cumulative headcount of leavers during April and May 2018, including employees who TUPE transferred to ASDVs. There are noticeably fewer leavers over the same period, falling from 74 in 2017 to 53 in 2018. This is reflected in the overall employee turnover rate of 1.5% during the first two months of 2018-19, which is less than for the same period in 2017-18. If TUPE transfers are analysed separately, there were 47 leavers due to other reasons which are summarised below. This is significantly lower than 74 in April and May 2017 because there were no TUPE transfers during that period. The corresponding turnover rates for all other leaving reasons are therefore 1.3% in 2018 compared to 2.0% in 2017.

There were 40 resignations during April and May 2018 and this remains the most common leaving reason. This figure is lower than for the same period in 2017-18, although the turnover rate as a result of resignations is similar. The figures below do not yet account for MARS applications.

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
April – May 2017	48	1.3
April – May 2018	40	1.1

The distribution of leaving reasons has been broadly categorised below; the 'Unsatisfactory' category relates to employee performance, capturing those who left following an unsatisfactory probation period, gross misconduct, or disciplinary action. The 'Other' category here reflects leavers as a result of mutual termination or death.

Leaving Reason	Headcount	Proportion of all Leavers (%)
Resignation	40	75.5
Retirement	3	5.7
Redundancy	0	0
End of Contract	2	3.8
Unsatisfactory	1	1.9
Other	1	1.9

12.3 Redundancy

One person has left the Council under voluntary redundancy terms in April and May 2018. The total severance cost was £47,094 inclusive of redundancy and actuarial costs. Over the next five years, this reduction is estimated to save the Council over £120,452.

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
April - May 2018	1	0

12.4 BVPI 12: Days Lost to Sickness Absence per FTE Employee

Financial Year	Cumulative Absence at the end of Q1	Full Year Absence Rate
2011-12	2.72	11.67
2012-13	3.10	12.03
2013-14	2.59	11.33
2014-15	2.91	11.97
2015-16	2.61	11.14
2016-17	2.61	11.14
2017-18	2.50	11.18
April – May 2017	1.70	11.18
April – May 2018	1.69	NA
June 17 – May 18	NA	10.98

The table above shows the absence rate for Cheshire East Council during April and May 2018. This can be compared with the figure for April and May 2017, and it would appear absence rates are level with 2017-18 at the same point in the 2018-19 financial year. A second figure has been provided to monitor absence continuously over 12 months; between 1st June 2017 and 31st May 2018, the overall Cheshire East absence rate is 10.98. This shows a positive indication in comparison to generally consistent absence rates since 2011-12 and the rate of 11.18 between 1st

April 2017 and 31st March 2018 and absence may have fallen slightly during the first two months of 2018-19. Additional detail on this key topic is provided in the form of a separate attendance management report.

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 have been no member appeals during April and May 2018.

Summary of current formal case work by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at May 2016	4	2	3	1	1
As at Sept 2016	4	0	1	1	1
As at Dec 2016	4	6	6	1	0
As at March 2017	6	4	6	1	0
As at May 2017	6	6	7	2	1
As at Sept 2017	4	4	8	0	2
As at Dec 2017	4	6	6	1	3
As at March 2018	0	8	7	1	4
As at May 2018	0	6	8	0	3

Summary of closed formal case work during period by employee:

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

Duration of closed cases April – May 2018

Type of Case	No of weeks to conclude cases							
	0- 4	5 – 8	9 – 12	12 – 16	17- 20	21 - 24	25- 28	29 - 32
Disciplinary	0	1	2	2	0	0	0	0
Grievance	0	0	0	1	0	0	0	0
Dignity at Work	0	0	0	0	0	0	0	1
ET (withdrawn)	1	0	0	0	0	0	0	0

Summary of new formal case work during period by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET 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
April – May 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 Implications are dealt with in the body of the report.

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.

14. 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

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PEOPLE PLAN 2018-2020



Working for a Brighter Future – Together

OFFICIAL

The Council has ambitious plans for the coming years, having developed a new and compelling vision and narrative which recognises the need for change and looks to a new future.

In order to meet the challenge of delivering our corporate objectives within a testing financial environment, recognising the expectations of communities and residents regarding meeting their needs and supporting their aspirations, we need to maintain high quality, responsive services through ensuring staff are innovative, motivated and valued. Our responsibilities to work collectively across service areas, with partners and to empower communities in their own success have never been greater and our approach must equip our staff in their capability, capacity and confidence to deliver positive outcomes.

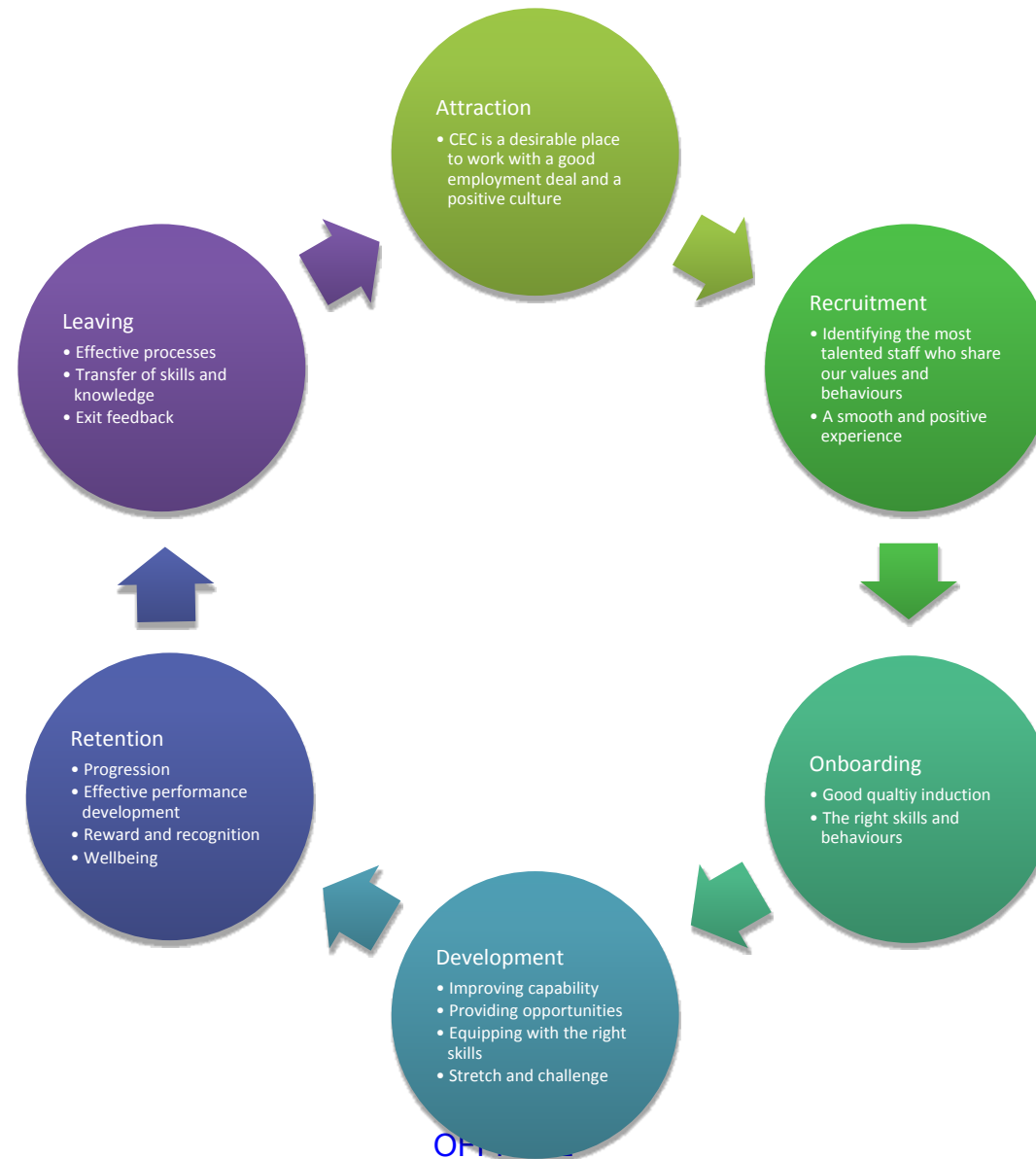
We will;

- **Celebrate the diverse and distinctive places and communities in the borough, working with them to achieve their hopes and aspirations**
- **Be led by strong and responsible leadership who are committed to public service and rooted in their communities**
- **Have valued staff who are proud ambassadors for the council**
- **Reach out to our staff, communities, stakeholders and partners, listen to what they say and act accordingly**
- **Be a business-like, financially independent council which enables residents and communities to become more self-sufficient**
- **Take decisions for the long-term, investing in the future and responding to changing circumstances**

The People Plan Objectives and Outcomes

Our vision firmly places our workforce at the centre, acknowledging our staff as our greatest asset and recognising the employee experience as essential to our success. The purpose of the People Plan is to support the delivery of the Council's transformation through the Brighter Future Together Whole Organisation Transformation Programme with a specific focus on culture. This is a two year plan in recognition of the work and time required to meaningfully embed such a comprehensive cultural change. The priorities outlined and required outcomes are aligned with the employee lifecycle:

Employee life cycle



Brighter Future Culture Programme Outcomes

People say they are proud to work for Cheshire East Council

1. Our people feel valued, trusted and supported and understand the vision of the organisation and the part they play in achieving it
2. All staff and members are even more aligned and accountable, acting on objectives and results and consistently role model the desired behaviours and delivers the vision for the organisational culture
3. All employees feel they can provide feedback, influence and feel they have their voice heard within Cheshire East Council
4. 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.
5. Cheshire East Council becomes an employer of choice
6. Members and officers have a shared belief attitude and value and create a supportive and safe environment in which all can excel

By 2020, the delivery of actions relating to these priorities will result in embedded behaviours, a positive culture based on shared values, a fair deal for employees at all levels including clarity of expectations and opportunities to develop and progress and therefore delivery of high quality services for our residents.

To achieve this, three broad objective areas form the basis of the People Plan for 2018-2020 which underpins the Brighter Future Together Whole Organisation Transformation Programme and contributes directly through a programme of culture change;

- | |
|--|
| <ol style="list-style-type: none">1. Our culture – establishing and enabling our workplace vision2. Our organisational development and delivery3. Our employee experience |
|--|

This document outlines the priorities within each objective and the measures against which progress and outcomes will be monitored. As the Brighter Future Together Whole Organisation Transformation Programme progresses the objectives, priorities and milestones may change in response to feedback from staff and the programme developing. Throughout the document, the initials 'BF' in the left hand column denote the objective relates to distinct enabling projects in the Brighter Future Together (Culture) Programme.

1. Our Culture - establishing and enabling our workplace vision

	Objective	Owner	Key Milestones	Performance Measures
	To identify and articulate a clear and compelling vision and tone for a transformed workplace culture in Cheshire East Council.	Head of Strategic HR	July 2018	<ul style="list-style-type: none"> Cultural vision and tone defined Cultural measures / goals defined Cultural vision communicated
	To inform, involve and engage staff and members in the development and implementation of the cultural vision, behaviours and employee deal.	Head of Strategic HR	April 2018 June 2018 November 2018	<ul style="list-style-type: none"> Communications strategy agreed BFTT forums and Member Forums run Starting the conversation workshops completed Starting the conversation survey run and analysed Brighter Future Champions in place and trained Brighter Future workshops run
	To develop a fit for purpose behavioural framework that aligns behaviours to the Cheshire East cultural vision and FIRST values, that is embedded into the organisational DNA.	Head of Strategic HR	July 2018 December 2018 March 2020	<ul style="list-style-type: none"> Behavioural framework agreed Framework implemented Framework embedded
	To identify and deliver a new Employee Deal which clearly links to the Cheshire East Vision and the FIRST Values and Behavioural Framework.	Head of Strategic HR	July 2018 December 2018 March 2020	<ul style="list-style-type: none"> Employee Deal agreed Employee Deal Implemented Employee Deal embedded
	To foster a community of Elected Members who understand the vision and how best they will support their council officers to deliver the best for their residents.	Head of Strategic HR / Head of Governance and Dem Services	May 2018 Ongoing March 2019	<ul style="list-style-type: none"> Member Forum Member Development programme designed Member Development programme delivered

	To develop a Leadership community to have the knowledge and skills to constantly and consistently role model the behaviours and the capacity and confidence to address performance and behaviour.	WFD Manager	March 2019 March 2019	<ul style="list-style-type: none"> • WLT and WLC programme • Brighter Future manager's core training completed
	To develop and implement a range of survey mechanisms to monitor and measure the required cultural change and programme outcomes.	OD Manager	June 2018 October 2018 October 2018 June 2019	<ul style="list-style-type: none"> • Approach to staff survey and temperature testing agreed • Temperature test run • Framework of measures agreed and implemented • Full Staff Survey Run
	To develop a framework of cultural principles and supporting toolkit to inform and align the Brighter Future Together Whole Organisation Transformation Programme.	Head of Strategic HR	October 2018	<ul style="list-style-type: none"> • Cultural principles defined • "Culture Check" toolkit/mechanisms in place • Training if required

2. Our Organisational Development & Delivery

	Objective	Owner	Key Milestones	Performance Measures
	To implement the new NJC pay spine and associated work and establish / address any implications for senior manager pay.	HR Policy/ Strategy	March 2019	<ul style="list-style-type: none"> NJC pay spine implemented Gender Pay Gap report Agreed way forward regarding PRP for senior managers
	To undertake statutory pay reporting requirements.	HR Policy/ Strategy	March 2019	<ul style="list-style-type: none"> Gender Pay Gap Pay Policy Statement 2019/20 Transparency code requirements
BF	To progress the review of HR policies and procedures and determine the impact of best practice and legislative developments	HR Policy / Strategy	June 2018 October 2018 March 2019 March 2019	<ul style="list-style-type: none"> Phase 2 policy review complete Phase 3 policy review complete Phase 4 policy review complete Impact implications determined
BF	To review and promote the range of employee benefits and salary sacrifice schemes to support the employee deal and ensure efficient and effective.	HR Strategy	March 2019	<ul style="list-style-type: none"> Take up of schemes Usage of Employee Assistance Programme
BF	To undertake an end to end review of the Councils recruitment process and any Business World interface work, to ensure any recruitment time is kept to a minimum and aligned with our cultural vision, values and behaviours.	Workforce Development/Policy and Strategy	January 2019 January 2019 March 2019	<ul style="list-style-type: none"> New system is implemented (Business World Interface) Recruitment policy and procedure implemented. Toolkits, standards, procedure, e-learning etc. in place aligned with behaviours Introduce KPIs for recruitment Positive feedback received from managers
BF	To provide a clear induction programme for all staff (on-boarding)	WFD Manager	November 2018 March 2019	<ul style="list-style-type: none"> Programme refreshed, in place & communicated % of new staff enrolled onto induction programmes % of staff completing induction programme Feedback on induction process

	Objective	Owner	Key Milestones	Performance Measures
BF	To review the current appraisal process to consider in particular the inclusion of 360-degree feedback.	WFD Manager/OD Manager	October 2018 Ongoing	<ul style="list-style-type: none"> Review of current and best practice completed New oracle replacement system and toolkit in place 360 approach and tools in place Number of appraisals initiated, reviewed and completed Number of 360 undertaken Reported impact of appraisal system on organisational objective achievement and personal development Training & development requirements fed into WFD planning
	To continue to promote the apprenticeship levy across the Council, ASDVs and maintained schools, and encourage the uptake of apprentices an	WFD Manager	Sept 2018 Ongoing Ongoing	<ul style="list-style-type: none"> Statutory report submitted Number of apprentices across the organisation. Levy spend by services, schools and ASDVs
	To identify and address skills gaps regarding required skills for job roles against professional standards (development)	WFD Manager	March 2019	<ul style="list-style-type: none"> % rate for skills audit completion – maturity matrix Overall % rate for training budgets v training commissioned CPD Panel approvals Completion of mandatory e-learning Value added through evaluation and impact assessment of all training Apprenticeship uptake
BF	To improve retention and succession planning through offering career opportunities and progression (Retention & Separation)	WFD Manager	Ongoing	<ul style="list-style-type: none"> Apprenticeship uptake Number of career pathways in place Number of student placements in place Number of graduate opportunities taken up Take up of leadership and management training Talent identification strategy and toolkit, in line with PDR process in place

	Objective	Owner	Key Milestones	Performance Measures
BF	To carry out an analysis of stress related sickness and bullying related disciplinary/grievance cases to identify trends and target actions and support. To introduce a target for a number of case - these may increase initially.	HR Delivery	September 2018	<ul style="list-style-type: none"> Action plan agreed To meet the incoming target
BF	To review the exit interview process and encourage all managers and supervisors to carry out an exit interview for all staff who leave the Council.	OD Manager HR Delivery Manager	December 2018	<ul style="list-style-type: none"> In line with the introduction of Business World To increase the % of exit interviews completed. Findings analysed and reported quarterly.
	To seek to develop new income opportunities for Education HR and Health & Safety, including possible collaboration with other Authorities / Agencies.	Education HR Manager / Health & Safety Manager	Ongoing	<ul style="list-style-type: none"> Seek to maximise customer base and minimise losses Full cost recovery
	Develop bespoke offers for Multi Academy Trusts aimed at retaining business.	Education HR Manager	Ongoing	<ul style="list-style-type: none"> Seek to Maintain existing MAT business, and retain any newly established MAT's
	Develop further additional Training sessions / briefings to include new subject areas for Schools / Academies and Governors	Education HR Manager	Ongoing	<ul style="list-style-type: none"> Increase Numbers of courses / sessions / briefings delivered, to maintain additional income generation levels
	Support Schools / Academies with change management / restructuring in the light of budgetary constraints	Education HR Manager	Ongoing	<ul style="list-style-type: none"> Completed Successful restructures

	Objective	Owner	Key Milestones	Performance Measures
	<p>To work with Executive Directors, Senior Management Teams and other staff to:</p> <ul style="list-style-type: none"> • identify business requirements for 2018/2020. • provide a clear offer of support to the business; • collaboratively work together to fulfil the agreed KPIs for HR and delivery of corporate and service scorecard with KPIs 	Head of Strategic HR/ HRBP – Delivery/ HRBP – Schools Consultancy	On-going	<ul style="list-style-type: none"> • Numbers of working days lost to sickness absence. • PDR targets for completion achieved. • HR provides robust and ‘critical friend’ advice and support to managers to adhere to timescales and appropriate actions; • Provision of monthly performance data and analysis to all Directorate Management teams. • Development and delivery of flexible suite of manager courses throughout the year (with responsive ad hoc provision as required); • Delivery and implementation of project plans e.g. change programmes. • Investigator training for managers
	To develop and implement a sustainable Service Level Agreement with Directorates to ensure an effective and efficiency service is provided.	Head of Strategic HR/ HRBP – Delivery	October 2018	<ul style="list-style-type: none"> • Consultation with Directorates • Agreement on key priority areas • Identify and communicate the arrangements for variations for the SLA. • Communications with services on changes • Training programme identified and launched • Implementation of SLA

3. Our Employee Experience				
	Objective	Owner	Key Milestones	Performance Measures
BF	For all staff to be involved in the further development and delivery of an employee engagement programme.	OD Manager	January 2019 March 2019 Ongoing	<ul style="list-style-type: none"> Review and align engagement plan to transformation programme Attendance at engagement events Feedback Creative mechanisms in place Support and alignment with Directorate engagement events
BF	For all staff to have access to a programme of wellbeing in work initiatives to build their team and individual resilience. Review plan in association with E&D strategy and resilience training offer.	OD Manager	Ongoing	<ul style="list-style-type: none"> Review, align and further develop strategy and plan for 18/19 No of staff generated initiatives No of resilience training sessions held and attended
BF	For all staff to have access to an independent helpline where they can raise concerns about bullying or inappropriate behaviour.	OD Manager / HR Delivery Manager	September 2018	<ul style="list-style-type: none"> Approach agreed and implemented Number of calls made No of grievances / whistle blowing made / resolved
BF	For staff to feel more valued through a re-developed recognition programme.	OD Manager	Ongoing	<ul style="list-style-type: none"> Review and improve schemes % increase in nominations
	For staff to benefit from a fully flexible Occupational Health service	H&S Manager	Ongoing	<ul style="list-style-type: none"> KPIs met
	For all staff to benefit from an organisation that places the health and safety of their staff as the highest priority	H&S Manager	Ongoing	<ul style="list-style-type: none"> Number of days lost to sickness absence due to accidents.



Working for a brighter future together

Staffing Committee

Date of Meeting: 23 July 2018

Report Title: Attendance Management

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 provide an update on attendance management including current levels and patterns of absence. To give an oversight of work undertaken to review the attendance management and governance arrangements. The report also outlines the next steps to address sickness absence and is further supported by the Council's Wellbeing in Work strategy.

2. Recommendation

- 2.1. To note the report and received feedback.

3. Reasons for Recommendation/s

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

4. Other Options Considered

- 4.1. Not applicable.

5. Background

- 5.1. Attendance management continues to remain a high priority within both private and public sectors in terms of employee well-being as well as the financial cost of absence.

- 5.2. In April 2017, a Staffing Committee Attendance Management Report was presented, comprising:-

- A comprehensive review of attendance management;

- Key issues identified in respect of attendance management and actions to address them;
- Existing HR policies which impact upon attendance to ensure they reflected the current legislative position and met organisational need.
- Commissioned an internal audit of sickness absence procedures with all subsequent actions complete
- Identification of key absence data to enable appropriate trends and performance against target;
- Initial work with managers to understand the potential barriers to effective absence management.

6. Update

6.1. Recent and Current Actions

- 6.1.1. From the work undertaken from the Staffing Committee Working Group in 2017, the current position in respect of attendance management was established in order to identify and address key issues. Elements included governance arrangements, monitoring and compliance, target setting, attendance management roles and responsibilities, sickness absence reporting, review of policy and procedure and Occupational Health provision.
- 6.1.2. There are three actions within the April 2017 report which are continuing to be progressed and are included in the Action Plan in Appendix 3. These are:
 - To identify and obtain best practice from other organisations
 - To promote the responsibilities of managers and staff in relation to attendance management
 - To further develop governance and reporting
- 6.1.3. The Council's HR policies were reviewed and updated, this was a necessary interim action until a planned HR policy review was completed.
- 6.1.4. There is currently a review of all HR policies. As part of Phase 2 of this review, a simplified and integrated Attendance Management policy and procedure for long and short term absences is being developed. Through regular meetings, the emerging proposal will be shared and discussed with the Trade Union at the earliest stages. The implications of the new Business World system (B4B project) have

needed to be taken into account as part of the policy review. The new policy is due for implementation in July 2018.

- 6.1.5. A target of 10 working days lost per employee was agreed for 2018/19.
- 6.1.6. A promotion of the Council's responsibilities in relation to attendance management ensured all staff and line managers are aware of their responsibilities in respect of attendance management through the Directorate Management Teams and Service Management Teams throughout the organisation. Attendance management was also one of the key targets on PDRs for all managers.
- 6.1.7. Facilitated sessions have taken place with managers to identify potential barriers to the effective application of the attendance management process. This provided useful insight which will be incorporated into the new policy and associated training, so that manager responsibilities can be undertaken with confidence, skill and the right knowledge to enable the effective application of the process.
- 6.1.8. Regular updates on attendance management are reported to Staffing Committee.
- 6.1.9. As part of governance and reporting requirements, key data is shared to ensure that managers have the appropriate level of detail on sickness absence to enable them to meet their responsibilities from oversight and scrutiny of overall absences to more detailed information to be used at an operational level. These measures have been complimented and reinforced with the planned introduction of a HR Scorecard and focus on a HR Performance Culture as part of the Council's overarching performance management arrangements. A revised management information pack is now available at Directorate Management Team meetings. In addition key absence data is also included in the corporate scorecard.
- 6.1.10. This information will be used to support the effective management of sickness absence by being able to identify 'hot spots' and trends to focus action and to assess the impact of these actions leading to a reduction in the overall absence across the Council.

6.2. Absence Statistics (as at 31 March and 31 May 2018)

- 6.2.1. Appendix 1 shows the absence data for the Council by organisation and directorate at the end of Q4 for 2017/18 and at 31 May 2018.
- 6.2.2. The data is presented at Council level and at Directorate Level (People, Place and Corporate). It is proposed that a briefing paper on absence management will be provided to Corporate Leadership Team

and Staffing Committee on a quarterly basis and that future general absence data will be provided at a service level; data such as reasons for absence will be produced at a directorate level to ensure that the data remains anonymous.

- 6.2.3. The overall Council's absence rate of 11.18 working days is level with Q4 2017-18. This is compared with 11.14 working days in Q4 for 2016-17. The absence rates are calculated cumulatively on a quarterly basis.
- 6.2.4. The absence rate compares to 9.7 working days for councils overall in the North West for the same period. The days lost ranged from 4.4 to 13.3 days with Cheshire East being 11th out of 30 respondents (Source: 2017-18 North West Sickness Absence Report; North West Employers)
- 6.2.5. As anticipated, the increase in Q4 for 2017-18 was proportionally higher than in previous quarters due to the significant occurrence of seasonal illnesses; this is the pattern shown in previous years.
- 6.2.6. At the end of 31 May 2018, the absence rate (based on the period 1 April – 31 May 2018) is 1.69. Based on a rolling 12 months period, this is 10.98 days; this rolling figure is an accurate indicator of the Council's performance against its target of 10 days as at the end of March 2019. The statistics for 2017/18 show that absence in the People Directorate has been running above the monthly target for the Council overall whilst absence in the Corporate and Place Directorates is running below target. The statistics for the People Directorate includes the absence statistics for Care4CE.
- 6.2.7. The most common cause of long term absence across all directorates is stress (as well as the third highest cause of short term absence). It should be noted that stress is highest cause of absence across both the public and private sectors; it is notably so in the public sector (CIPD survey 2016). It is also important to note that stress will include work related stress but also stress in individuals personal life. It is also notable that the second and fourth most common causes are linked to mental health. If these three causes are considered together, the impact of mental health illness is significant.
- 6.2.8. The Council is actively undertaking work to support the reduction of the affects and impact of stress; this includes the roll out of Mental Health First Aid training, on-going promotion of the Employee Assistance Programme and commitment to adopting initiatives identified by the Well-being Focus Group.

- 6.2.9. The main causes for short term illness are minor ailments such as chest infections and colds; this is not unexpected and reflects the picture across both the public and private sectors (CIPD survey 2016).

6.3. Future Actions

- 6.3.1. Sickness absence statistics will be a key metric as part of the Council's Brighter Future Transformation Programme, supporting outcomes focused on staff wellbeing.
- 6.3.2. To enable effective governance and performance management, further performance reporting arrangements have been developed (Appendix 2).
- 6.3.3. As part of the overall attendance management and attendance at work processes, an action plan has been developed to promote and support attendance management and enable managers to effectively fulfil their responsibilities within the process with confidence and clarity. An update as of 31 May has been provided. (See Appendix 3)
- 6.3.4. There will be a comprehensive communications plan to promote the new attendance management policy to staff using Team Voice and cascading the information through management meetings and team briefings. Workshops will be delivered by HR Delivery staff to update existing managers with on-going training for new managers.

7. Implications of the Recommendations

7.1. Legal Implications

- 7.1.1. Strict adherence to policy and procedure should minimise and mitigate the risk of litigation.

7.2. Finance Implications

- 7.2.1. There is a significant financial implication associated with staff absence in term of sick pay; this is a lost opportunity cost. In addition, there is the cost of extra resources to provide cover e.g. additional hours, agency workers etc.

7.3. Equality Implications

- 7.3.1. Adherence to policy and procedure should ensure no employee is disadvantaged and specific needs are considered.

7.4. Human Resources Implications

- 7.4.1. The new attendance management policy together with redefined governance and performance management will focus HR Delivery responsibilities and partnership working with Directorates. The focus will monitor attendance management and reduce sickness absence in line with organisational targets. Senior HR Officers will have clear performance targets in line with organisational targets.
- 7.4.2. HR implications will also include the delivery of an initial training/briefing programme for managers and on-going programme for new managers;
- 7.4.3. The analysis of statistics with benchmarking against previous years and external organisations will be developed and shared in appropriate forums
- 7.4.4. HR Delivery staff will work with managers to target and take remedial action in areas where trends are identified.

7.5. Risk Management Implications

- 7.5.1. Risks relating to specific matters are dealt with separately.

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 children and young people.

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. Contact Information

- 9.1. Any questions relating to this report should be directed to the following officer:

Name: Sara Duncalf

Job Title: Acting HR Business Partner, Delivery.

Email: sara.duncalf@cheshireeast.gov.uk

Appendix 1 – Absence Statistics

1A – Cumulative Absence Data for 2017 – 18

April 2018 Financial Year Absence Update: Calculated Days Lost to Sickness per FTE Employee																	
				2016-17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	
Cheshire East Council Target:				11.14	0.84	1.66	2.50	3.32	4.15	4.98	5.82	6.64	7.48	8.30	9.15	10.00	
		Headcount	Assignments	FTE													
Cheshire East Council	Excluding Schools and ASDVs	3588	3678	2824.0	11.14	0.83	1.68	2.48	3.28	4.10	4.98	5.95	7.10	8.31	9.36	10.28	11.18
Executive Directorate	People	2176	2218	1622.0	12.77	1.04	2.10	3.12	4.12	5.09	6.08	7.19	8.51	9.84	11.10	11.97	12.99
	Corporate	880	890	768.8	8.23	0.48	0.96	1.60	1.90	2.50	3.25	4.05	5.03	5.98	6.71	7.79	8.57
	Place	534	562	431.2	9.75	0.64	1.32	1.67	2.49	3.18	3.78	4.56	5.43	6.62	7.47	8.31	8.95

Comparator Figures of Calculated Days Lost per FTE Employee (by quarter)

Financial Year	Q1 (Apr – Jun)	Q2 (Jul – Sep)	Q3 (Oct – Dec)	Q4 (Jan – Mar)
2016-17	2.61	5.31	8.32	11.14
2017-18	2.5	4.98	8.31	11.18

1B – Cumulative Absence Data for the 1 April – 31 May 2018

June 2018 Financial Year Absence Update: Days Lost to Sickness Absence per FTE Employee 1st April 2018 - 31st May 2018												
				2016-17	2017-18	Apr 17	May 17	Apr 18	May 18			
				Cheshire East Council Target:			0.84	1.66	0.84	1.66		
				Employees	Assignments	FTE						
Cheshire East Council	Excluding Schools and ASDVs			3594	3676	2825.1	11.14	11.18	0.83	1.68	0.85	1.69
Executive Directorate	People			2168	2213	1619.4	12.77	12.99	1.04	2.10	1.02	1.94
	Corporate			882	892	768.1	8.23	8.57	0.48	0.96	0.64	1.36
	Place			542	569	435.6	9.75	8.95	0.64	1.32	0.60	1.34

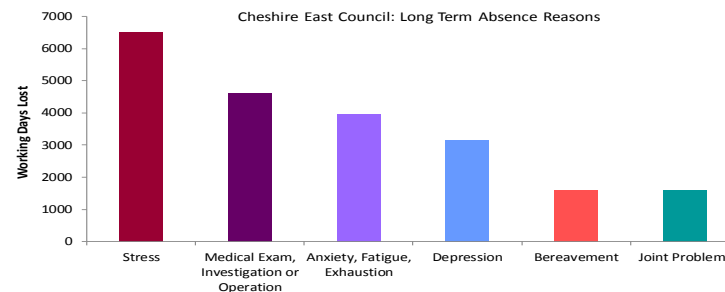
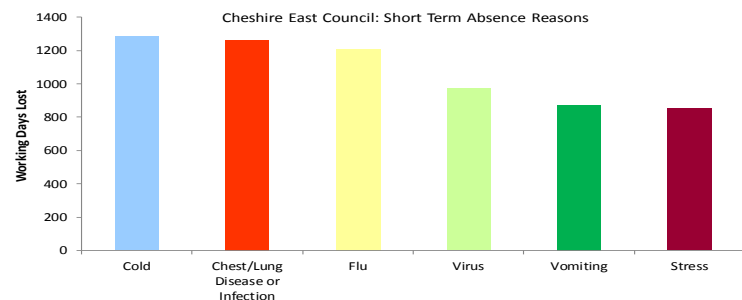
1C – Absence Data for 12 Month Period 1 June 2017 to 31 May 2018

June 2018 Full Year Absence Update: Days Lost to Sickness Absence per FTE Employee 1st June 2017 - 31st May 2018				2017-18	May 18	
		Employees	Assignments	FTE		
Cheshire East Council	Excluding Schools and ASDVs	3594	3676	2825.1	11.18	10.98
Executive Directorate	People	2168	2213	1619.4	12.99	12.70
	Corporate	882	892	768.1	8.57	8.53
	Place	542	569	435.6	8.95	8.85

This table provides cumulative absence data on a 12 month rolling period starting from 1 June 2017.

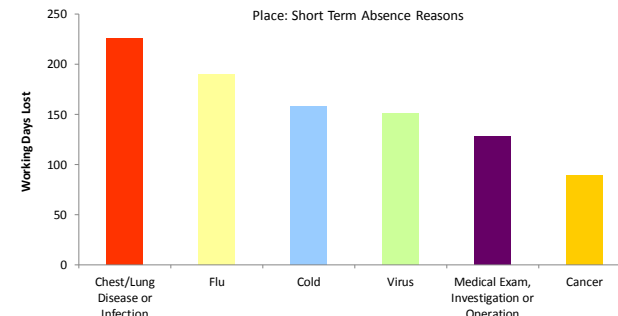
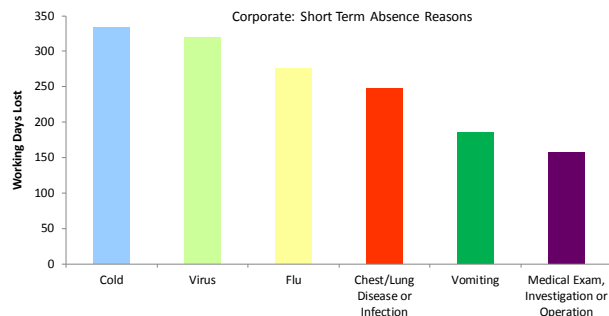
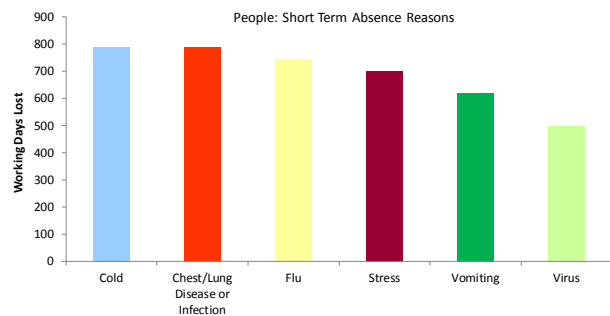
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Cheshire East Council Most Frequent Absence Reasons: April 2017 - March 2018



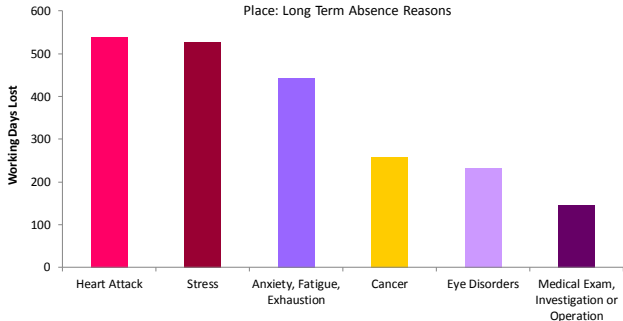
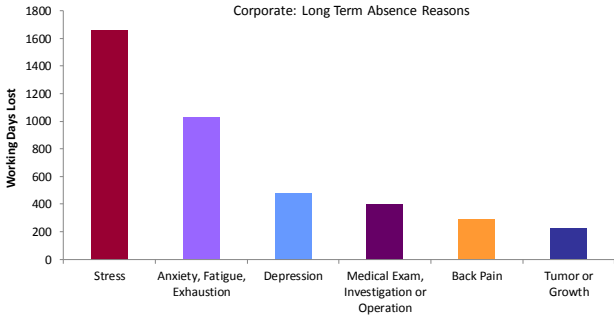
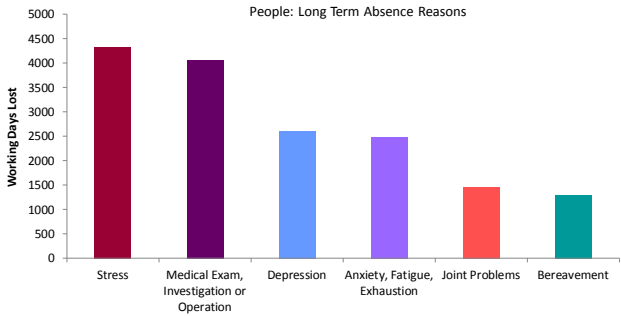
The graphs above reveal the most common causes of short and long term sickness absence within Cheshire East Council as a whole, identified by the cumulative number of complete working days lost to each reason during the 2017-18 financial year. Short term absences are defined as less than 20 consecutive working days, while long term absences are 20 days or more. It is important to note that this calculation may overestimate the total number of days lost due to varying employee FTEs, but for the purpose of identifying common causes of absence, working days lost are a reliable indicator of absence trends. Immediately visible is the impact of stress on absence rates; it is the most common cause of long term events by a notable margin, as well as a dominant factor in short term events. If stress can be linked to other symptoms such as anxiety, fatigue, exhaustion or depression, the impact may be more widespread than it initially appears, particularly if it is the underlying cause of other long term absences. The number of short term absences associated with seasonal illnesses, such as cold, flu, virus and chest infections, have risen noticeably between December 2017 and March 2018, such that stress has now fallen to the sixth most common cause of short term events.

Executive Directorate Short Term Absence Reasons: April 2017 - March 2018



The graphs above give an insight into the most common causes of short term absence events in each of the Executive Directorates. These reasons are evaluated based on the total number of complete working days lost during 2017-18, as above. The prevalence of reasons such as cold, flu virus, and chest infections in every Directorate has been enhanced due to seasonal illnesses during winter months; this distribution of absence reasons is not unexpected for the winter period and the effect can be observed in the overall Cheshire East short term picture. Stress remains a visible factor in the People Directorate, but has fallen from the most common cause of short term events to the fifth most common between January and March 2018.

Executive Directorate Long Term Absence Reasons: 31st March 2018



The graphs above convey the most common causes of absences lasting 20 or more consecutive days within each Directorate. The data includes long term events that may have begun before the 1st April 2017 and finished within the 2017-18 financial year, as well as those that are still ongoing. The most common causes remain relatively unchanged in the People Directorate between 31st January and 31st March 2018. Back pain and tumours have also become the fifth and sixth most common causes of long term events in Corporate since January 2018. Depression consistently contributes to long term events in both People and Corporate; perhaps due to the relative size of these Directorates, depression is therefore one of the most frequent causes of long term events in Cheshire East overall. Between December 2017 and March 2018, long term absences due to cancers and eye disorders were either of significant enough duration or frequency as to make them among the most common in Place, despite neither reason being prevalent in the December 2017 update nor previously appearing in the most common short term events for this Directorate. Heart attack, stress, and anxiety, fatigue and exhaustion remain the three most common causes of long term absences in Place; indeed heart attack and stress related absences continue to overtake anxiety, fatigue and exhaustion related events in duration.

Appendix 2 – Responsibility for Supporting and Promoting Attendance Management

To Whom	Information	Responsibility	Frequency
Corporate Leadership Team	Overview of statistics at Council, Directorate and Service level – days lost, reasons for absence (long and short term absence).	<p>Agree annual absence targets.</p> <p>Receive reports on absence statistics, performance against targets and actions taken to embed effective attendance management.</p> <p>Provide objective challenge.</p>	Quarterly
Directorate Management Teams	Overview of statistics at Directorate and Service level – days lost, reasons for absence.	<p>Receive reports on absence statistics and performance against targets.</p> <p>Ensure that service managers take appropriate action identifying trends and follow up on non-effective implementation of Attendance Management Procedures.</p>	Monthly
Directors	<p>Overview of statistics at Service level – benchmark against other service areas in department, days lost, reasons for absence.</p> <p>Individual staff reaching trigger points for attendance management</p>	<p>Responsible for identifying and addressing and trends in absences and potential non effective implementation of Attendance Management Procedures.</p> <p>Ensure that appropriate action is taken in response to trigger points.</p>	Monthly
Service/Team Managers	Individual absence data for staff in the service area.	<p>Ensure that Attendance Management Procedure is implemented according to accepted timescales and circumstances.</p> <p>Liaison with HR in respect of unusual cases and potential ‘problem’ areas.</p>	Monthly

HR Business Partner and Senior HR Officers	<p>Overview of statistics at Council, Directorate and Service level - days lost, reasons for absence</p> <p>Individual absence data for staff by team in their directorate.</p>	<p>Brief CLT and DMT on information, trends and performance against targets including actions being taken to address any identified 'hot spots' within services/particular teams.</p> <p>Identify potential 'hot spots' and liaise with relevant manager to address individual and team issues.</p>	Monthly
Corporate Policy and Legal Services Portfolio Holder	Portfolio Briefings on on-going process	Monitor, challenge and champion progress on Attendance Management	Monthly
Staffing Committee	Update	Enable members to provide assurance on key topic of Attendance Management	Quarterly

Appendix 3 – Action Plan

Headline	Action	Timescale	Who	Update at Q1
Policy and Procedures	<ul style="list-style-type: none"> • New policy and procedure to be implemented: <ul style="list-style-type: none"> – One process for managing both short and long term absence; simplifying the process and providing a link between short and long term absence; review associated documentation e.g. Return To Work (RTW) form and how RTW interviews take place to give ease of application with focus aims/objectives; – Consider the reduction of triggers for implementing the procedure; – Roles and responsibilities – employees, managers and occupational health – Identify best practice from other authorities/ organisations in managing absence including visiting local private sector organisations in relation to their approach to attendance management (referenced to Staffing Committee Attendance Management Project). – Other means of carrying out RTW interviews, e.g. by telephone, review RTW form. 	June 2018	Strategic Head of HR/ HR Policy Manager/ HR Business Partner (Delivery)/ Senior HR Officers	<p>The new policy and procedure is being drafted in two sections: Well-being and Sickness and Managing Attendance. The focus of the first section is proactive prevention through promoting services such as the Employee Assistance Programme and Occupational Health, good communications with line manager when off work, responsibility of own well-being as well as encouraging the Work Life Balance and flexible working to support employees and the second setting out the procedure for long and short term absence.</p> <p>Initial enquiries have been made to explore the visit to/briefing from private sector organisation in relation to their approach to attendance management.</p>

Governance	<ul style="list-style-type: none"> Implement the governance framework as outlined in Appendix 2 	April 2018	Strategic Head of HR/ HR Business Partner (Delivery)	This has been implemented. Further work is being undertaken to refine the information provided.
Monitoring and Compliance	<ul style="list-style-type: none"> Targets for absence levels at organisational level 	Annually	CLT	This has been set at 10 working days absence per full-time equivalent employee.
	<ul style="list-style-type: none"> Management information provided to managers with appropriate level of detail i.e. strategic or operational level (Appendix 2) 	March 2018	HR Strategy/ Delivery	This has been implemented with on-going work to refine the information being provided.
	<ul style="list-style-type: none"> Monitor and take appropriate action to ensure adherence to attendance management procedure by managers 	On-going	Director/Head of Service	This is on-going.
	<ul style="list-style-type: none"> Performance targets for Occupational Health; trends in respect of referrals identified to focus HR support required in services and well-being agenda. 	Quarterly	H&S Manager/HR Business Partner (Delivery)	This is on-going.
Support for Managers	<ul style="list-style-type: none"> Attendance management remains a key objective and key target on PDRs for all senior managers. 	April 2018	CLT/DMT/ other management meetings	This has been implemented with communications sent to managers via Directorate Management Team/other management meetings as well as in team voice.

	<ul style="list-style-type: none"> Focus on the development and training of line managers in the new policy and procedures as well as skills to undertake their responsibilities with confidence, skills and the right knowledge to enable the effective application of the process. 	May 2018	HR Business Partner (Delivery), HR Delivery Team, Organisational Development	Work is continuing on the development of the revised Attendance Management and Well-being and Sickness Absence with positive discussions with the Trade Unions. The development and training of managers will be designed to reflect these new policies and will address the remaining points in this section.
	<ul style="list-style-type: none"> Further work to understand potential barriers to include arranging a manager survey to ascertain what the issues are in managing absence - What approach do they take? Are they aware of the flexible working options available etc. 	May 2018	HR Business Partner (Delivery), HR Delivery Team, Organisational Development	
	<ul style="list-style-type: none"> Share good practice between managers through 'guest slots' on attendance management training etc. 	April 2018	HR Business Partner (Delivery), HR Delivery Team, Organisational Development	See above
	<ul style="list-style-type: none"> Develop a training and development package combining on-line and face to face activities which will complement the updated attendance management policy and provide managers with the confidence, skills and knowledge to support them and employees through the process as required. 	October 2018	HR Business Partner (Delivery)/HR Policy Manager/ Senior HR Officers (Delivery) and Workforce Development	See above

			Manager	
Reporting	<ul style="list-style-type: none"> Review technology / reporting functionalities to help managers to track/monitor staff sickness at strategic and operational level. 	On-going	HR Business Partner (Delivery) /B4B project	This will be incorporated in the implementation of Business World.
	<ul style="list-style-type: none"> Introduce costing of absence to attendance management reporting. 	May 2018	HR Business Partner (Delivery)/ HR Strategy	Work is continuing to refine the management information to include the cost of sickness absences at different structural levels.
	<ul style="list-style-type: none"> Provide further statistical analysis highlighting hotspots and trends to assist managers to review and reduce sickness absence; 	June 2018	HR Business Partner (Delivery)/ HR Strategy	Work is continuing to refine the management information to enable flexibility of data interrogation to support managers.
	<ul style="list-style-type: none"> Benchmark statistics against other authorities, public and private sector organisations including ASDVs, schools and through North West Employers and Office of National Statistics 	June 2018	HR Business Partner (Delivery)/ HR Strategy	Benchmark statistics from North West Employers have been incorporated into this report; this reflects respondent councils in the North West. This element will continue to be developed to provide further depth to the benchmarking data.
Controls	<ul style="list-style-type: none"> Include sickness absence in the HR Scorecard at directorate and service level. This will be part of the Corporate Scorecard. 	July 2018	HR Business Partner (Delivery)	This work is underway and will be further developed as part of the Corporate

	<ul style="list-style-type: none"> • Restriction on agency cover to encourage managers to actively manage absence. 	To be decided	CLT	Scorecard and Management Information provided to CLT and the relevant DMTs
Prevention and Well-being	<ul style="list-style-type: none"> • Need to embed responsibilities – managers and employees – in supporting their own and staff well-being at work and during absence episodes. 	On-going	Managers/HR Delivery Team	This continues through day-to-day working with the managers and will also be incorporated into the revised Attendance Management Training.
	<ul style="list-style-type: none"> • Roll out of Mental Health First Aid Training across the organisation – this is a recognised training course, designed to teach people how to spot the signs and symptoms of mental ill health and provide help on a first aid basis. 	Feb 2018/ on-going	Workforce Development Team	The first cohort has been trained with the second cohort being trained in July 2018. The names and contact details of Mental Health First Aiders can be found on posters throughout the Council's buildings.
	<ul style="list-style-type: none"> • Liaise with Occupational Health/other agencies with a view to campaigns, e.g. stress, mental health awareness. 	On-going	Health and Safety Manager	This is on-going.
	<ul style="list-style-type: none"> • Promote the EAP across the organisation to ensure that everyone is aware and enabled to access the programme as/when the need arises. 	On-going	HR Strategy	Regular items included on council communications including the most recent Wellbeing in Work newsletter.
	<ul style="list-style-type: none"> • Continue the ongoing training programme to build personal resilience and manage stress. 	On-going	HR Strategy/HR Delivery/	This is an on-going part of the corporate training

	<ul style="list-style-type: none"> The adoption of initiatives as identified by the Well-being in Work Staff Forum and Wellbeing Contributors Group. 	On-going	Managers Workforce Development/ OD	programme. This is on-going as well as pulling together all well-being initiatives for a comprehensive and integrated approach.
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Working for a brighter future together

Staffing Committee

Date of Meeting: 23 July 2018

Report Title: Wellbeing in Work Strategy 2018-19

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 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 and culture and the way they are managed and led. The wellbeing of staff is a key factor in improving productivity, building engagement and determining long-term success.
- 1.2 As a key enabler of the Brighter Future Together (Culture) Programme and the Council's vision for workplace culture, the purpose of this report is to update on the Wellbeing in Work programme initiated in 2017/18 and outline the strategy and programme of work for 2018/19. The Wellbeing in Work Strategy also supports the Council's Corporate Plan, specifically outcomes 5 - 'People live well and for longer' and 6 - 'A responsible, effective and efficient organisation', recognising that a significant proportion of staff live and work within the borough.

2. Recommendation

- 2.1 To note the report and provide feedback on the Wellbeing in Work Objectives and Programme 2018/19.

3. Reasons for Recommendations

- 3.1 To ensure members are kept up to date with progress and plans for 2018/19.

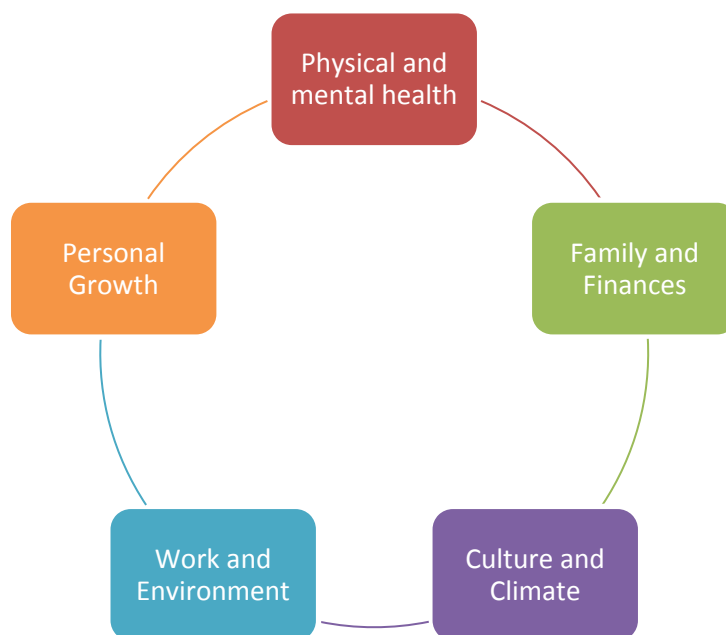
4. Background

4.1 The Council introduced the Wellbeing in Work programme in the autumn of 2017. The key drivers for the programme are:

- To build individual, team and organisational resilience
- To prevent and reduce levels of absence
- To help improve productivity and performance
- To improve levels of employee engagement and alignment
- To support the ongoing development of a positive organisational culture
- To meet outcome 6 of the Corporate Plan – a responsible, effective and efficient organisation.

4.2 Drawing from best practice the Council's Wellbeing in Work framework takes a holistic approach and focuses on five interconnected areas as outlined overleaf:

Wellbeing in Work framework:



4.3 Each member of staff has a personal responsibility for their own wellbeing and to support and encourage others to do so, but the council has an important role in strengthening wellbeing in the work and embedding a positive, caring culture.

4.4 An initial desk top review was completed to identify what is currently in place, and to inform a planned programme of communication and initiatives. The desk top review highlighted that the council already has a wide range of policies, practices, and initiatives which provide a strong foundation from

which to build. The focus of the wellbeing in work framework and programme is to further improve, connect and sustain wellbeing within the workplace.

- 4.5 A monthly **Wellbeing in Work Newsletter** was launched in January to help highlight wellbeing initiatives as well as promoting staff benefits, healthy recipes, recommended reads and walk and cycle routes to encourage staff to think about their own wellbeing. This has been well received and colleagues are actively contributing to this.
- 4.6 A **Staff Forum** was established to help shape, inform and sustain a programme of wellbeing initiatives and build a wellbeing community. The group made up of approximately 40 volunteers from across the Council who meet quarterly. At the last meeting the decision was taken to break into three staff forum groups representing geographical areas i.e. Crewe, Macclesfield and Sandbach, with the aim of building a sense of community, as well as making it easier for staff to attend meetings, reduce travel time etc.
- 4.7 A **Contributors' Group** was also established to bring together services which contribute to the wellbeing agenda. This group also meets on a quarterly basis and aims to bring together and promote initiatives already underway, as well as helping to progress new initiatives. The group consists of representation from:
- Public Health
 - Adults Social Care
 - Benefits
 - Communications
 - Customer Services
 - Equality and Diversity
 - Facilities
 - HR and Organisational Development – including Workforce Development and Health and Safety
 - Libraries
 - Lifelong Learning
 - Tatton Park and Countryside
 - Everybody Sport and Leisure

5. Briefing - objectives and programme 2018/19

- 5.1 The Council has developed a clear vision for the workplace culture that it wishes to embed across the organisation, to be launched in late July 2018. This is summarised as having a shared purpose, staff are supported and well led, colleagues are treated fairly and highly valued and we succeed together. The wellbeing of staff is integral to this vision and will be further endorsed through the supporting behavioural framework and employee deal. The council's commitment to the wellbeing of its workforce tangibly demonstrates that all staff are highly valued and supported.
- 5.2 It is recognised that many areas of the Council's work directly or indirectly impact on staff wellbeing, alongside of manager style and standards. The Council's Wellbeing in Work framework provides the focus for five

interconnected objectives and a supporting programme of initiatives which are summarised in **Appendix 1**.

- 5.3 The aim of the programme is to connect those initiatives, identify gaps and empower colleagues to take ownership of ideas and initiatives which will contribute to this important agenda. All of the objectives outlined are aligned with the Councils promise of “Working for a Brighter Future - Together” and vision for our workplace culture.

6. Implications of the recommendations

6.1 Legal Implications

- 6.1.1 A number of the objectives and initiatives outlined in Appendix 1 will contribute to ensuring the Council’s Health and Safety and Equality and Diversity statutory requirements are met.

6.2 Financial Implications

- 6.2.1 Funding for the Wellbeing in Work programme will be funded collaboratively from existing service budgets.

6.3 Human Resources Implications

- 6.3.1 A sense of identity and belonging is fundamental to wellbeing at work and productivity and there are significant overlaps between **employee recognition, engagement and wellbeing** in that when staff feel their thoughts and ideas are valued and they are recognised for their contribution this will boost wellbeing.

6.4 Risk Management Implications

- 6.4.1 Wellbeing in work is a key ingredient in attracting and retaining the talented staff the council needs and contributes significantly to building individual, team and organisational resilience which is essential to weather outside influences which the Council cannot control.

6.5 Dependencies

- 6.5.1 There are interdependencies between the Brighter Future Together (Culture) Programme and the Wellbeing in Work programme in establishing and enabling a supportive culture where staff are highly valued.

6.6 Rural Communities Implications

- 6.6.1 Improving the wellbeing of staff who live in and work with rural communities will have a positive impact.

6.7 Implications for Children and Young People

- 6.7.1 There are no direct implications for Children and Young People.

6.8 Public Health Implications

6.8.1 The Wellbeing in Work strategy is aligned with Public Health objectives and principles.

7.0 Ward Members Affected

7.1.1 No specific wards affected.

8.0 Contact Information

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

Name: Melanie Schofield/Therese Hynes

Job Title: Organisational Development

Email: melanie.schofield@cheshireeast.gov.uk

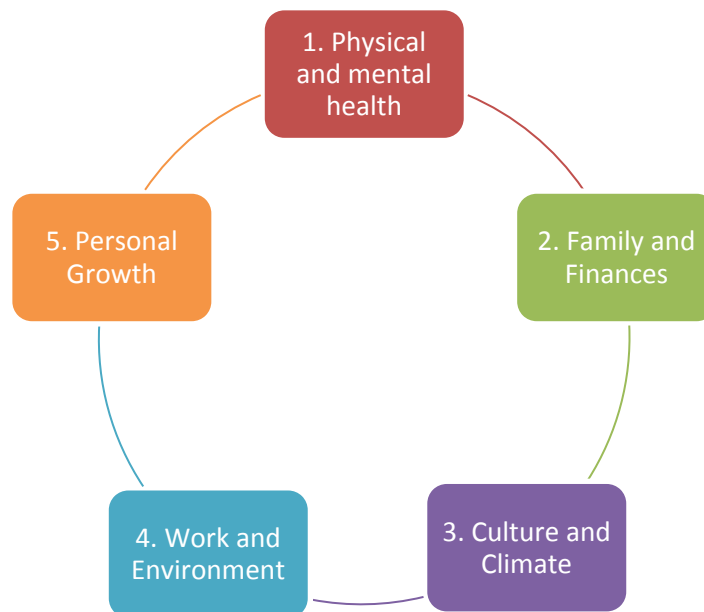
therese.hynes@cheshireeast.gov.uk

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Appendix 1 - Wellbeing in Work Objectives and Programme 2018/19.

The Council has developed a clear vision for the workplace culture that it wishes to embed across the organisation. This is summarised as having a shared purpose, staff are supported and well led, colleagues are treated fairly and highly valued and we succeed together. The wellbeing of staff is integral to this vision and will be further endorsed through the supporting behavioural framework and employee deal. The council's commitment to the wellbeing of its workforce tangibly demonstrates that all staff are highly valued and supported.

The Council's **Wellbeing in Work framework** provides the focus for five interconnected objectives and supporting initiatives.



The aim of the programme is to connect those initiatives, identify gaps and empower colleagues to take ownership of ideas and initiatives which will contribute to this important agenda. There are a wide range of policies, initiatives and schemes that are already in place in the Council providing a strong foundation from which to build. For the purpose of this document these are assumed as a “given’s” such as:

- Range of family friendly and flexible and mobile working policies
- Health and safety policies and procedures
- Induction and corporate training programme
- Employee assistance programme
- Pre retirement course
- Coaching support provided by the coaching pool
- The Learning Lounge providing e-learning accessible for all staff

Detailed below are the specific initiatives which will progress over the coming months. The programme continues to evolve as opportunities arise or ideas are developed.

Wellbeing in Work Dashboard - the following measures, updated as per Staffing Committee 26.4.18 actions, will be used to provide an indication of staff engagement with and the impact of the Wellbeing in Work objectives and programme with a baseline for 2017/18 where available:

Measure	2017/18 baseline	2018/19 target
Engagement indicators		
Calls to Bullying Helpline once implemented.	n/a	
Usage of EAP Services	4.9%	5.5%
Uptake of rewards centre and salary sacrifice schemes.	Reward Centre: 35% (sign up) Tusker: 0.7% (new car) Purchase of annual leave: tbc Childcare Vouchers take up: 2.8% Cycle to Work Scheme: 0.3%	40% 1% tbc Gov changes 1%
Requests for coaching support from the coaching pool	15	25
Attendance on Wellbeing related training courses and completion of e-learning	245 e-learning 335 face to face	250 e-learning 350 face to face
Co-production of wellbeing initiatives through staff forum and contributors groups.	3	5
Open rates for the wellbeing in Work newsletter	Average 1,172 opens per edition	1,300 (for e-enabled staff)
Number of hits on Wellbeing in Work Toolkit.	n/a	
Impact indicators		
Exit Interview data - reasons for leaving	n/a	
Top 6 Reasons for Cheshire East Short and Long Term Absence	Short term: 1. Cold 2. Chest infection 3. Flu 4. Virus 5. Vomiting 6. Stress Long term: 1. Stress 2. Medical exam, investigation or operation 3. Anxiety, fatigue, exhaustion 4. Depression 5. Bereavement 6. Joint Problems	Reduce stress or stress related absence events (such as anxiety, fatigue, exhaustion or depression) so that they are no longer a dominant cause of absence.
Number of Cheshire East Short and Long Term Absence Events due to Stress	Short term: 100/3860 (2.6% of all short events). Long term: 89/524 (17% of all long events).	Reduce the number of stress or stress related absence events.
Absence (BVPI 12)	11.18	10.00

1. Physical and Mental Health Objective: to raise awareness of mental health and promote generally healthier lifestyles for employees, by helping staff and managers to be able to identify and support themselves and others to improve physical and mental health and reduce levels of stress within the workplace. Initiatives to include:

Initiative	Lead	By when
1.1 Time to Change Pledge - the Council has recently agreed an action plan in preparation to sign up to the Time to Change Pledge, providing an umbrella framework for actions and interventions designed to support the mental health and wellbeing of all staff. Through signing the pledge we signal our commitment to change how we think about mental health and can provide reassurance to staff facing difficulties that they will be supported. Time to Change will work with the Council to get employees talking about mental health. Dedicated support will also be offered throughout the process and there will be a focus on the recruitment of Champions from across the workforce who have lived with or experienced mental health issues to help drive the campaign forward.	E&D Group	31/03/19
1.2 Brighter Minds for a Brighter Future - closely aligned with the Time to Change Pledge a programme of work has been initiated by the Equality and Diversity Group to build an emotionally healthy workforce to ensure colleagues feel safe and valued. Still at an early stage this programme will explore amongst other things developing emotional intelligence and key transition points which can be emotionally demanding and support that can be provided e.g. young people transitioning from school / college into work.	E&D Group	31/03/19
1.3 Active Workplace Pledge - linked to the Time to Change Pledge and recognising that every day, people spend 60 percent of their waking hours sitting down – and as much as 75 percent for people who work in offices it is proposed that the Council signs up to the Active Workplace Pledge through <i>Active Cheshire</i> to support and encourage colleagues to get physically active to improve their overall wellbeing and to live healthier, happier, more enriched, longer lives – that as a consequence are more productive.	OD	31/03/19
1.4 Mental Health First Aiders - linked to the Time to Change Pledge promotion of the Mental Health First Aiders already and to be trained within the organisation as a first point of contact for those wishing to seek help, support and guidance, as well as promoting mental health wellbeing within the council, helping staff to feel able to seek help when they need it.	E&D Group	31/03/19

2. Family and Finance Objective: to support staff in balancing the many roles they have outside of work, with their work commitments and looking at ways the Council can assist in supporting the financial health of staff. Initiatives to include:

Initiative	Lead	Timeframe
2.1 Work-life balance policy – further promotion of the Council's work-life balance policy and associated policies to ensure staff are able to deliver high levels of performance by balancing work and home life.	HR OD / Strategy	31/03/19
2.2 Carers Strategy – the strategy will evolve over the year to include e-learning and a Carers Toolkit, building on the learning and work already underway with residents who have caring responsibilities.	Adult Social Care	31/03/19
2.3 Employee Benefits – further promotion of the existing Employee Assistant Programme available through WorkplaceWellness, the Rewards Centre and Salary Sacrifice Schemes to ensure all staff are aware of the services available including a wider range of discounts and financial and legal advice.	HR Strategy	31/03/19
2.4 Increased use of social message boards – encourage the use of social message boards for staff to swap, sell on and re-use personal furniture, electrical items etc. rather than staff having to buy new and potentially struggling financially creating a sense of a wider Cheshire East Family.	HR Strategy	30/09/18
2.5 Cheshire Neighbours Credit Union - further promotion of the Cheshire Neighbours Credit Union and financial services available and similar offers available to staff.	HR Strategy	30/09/18

3. Culture and Climate Objective: to further establish a wellbeing mind-set and culture across the Council, aligned to and supportive of the Council's vision for our workplace culture. Initiatives to include:

Initiative	Lead	Timeframe
3.1 Availability of a confidential helpline – provide a mechanism through which staff feel confident in raising concerns regarding inappropriate behaviour and that they are supported to address the issue in the best way.	OD	By 01/09
3.2 Coaching for Wellbeing – further development of coaching to focus on coaching for wellbeing and resilience, as well as offering coaching support sessions to staff who need or request support. Potentially to align with the HSE Management Standards and Signs of Safety model used within both Adults and Children's services.	OD	By 01/09
3.3 Development of an Online Wellbeing Toolkit - utilising the new CEntranet site to pull together wellbeing tools and resources and signpost staff to different activities, to help staff to take personal responsibility and improve their own wellbeing and support colleagues.	OD	By 01/09
3.4 Consistent use of return to work interviews – meaningful return to work interviews to be consistently conducted with staff after <u>every</u> absence to help identify and address issues in a timely way and help to prevent additional absence.	HR Delivery	Ongoing
3.5 Review of exit interviews – review and improve the current process and procedure for exit interviews inline with the introduction of Business World.	OD / HR Delivery	31/12/18

4. Work and Environment Objective: to identify further improvements that can be made to and within the working environment to improve personal and team wellbeing. Initiatives to include:

Initiative	Lead	By when
4.1 Wellbeing in Work Staff Forum - continued development of the staff forum, progressing local initiatives such as book clubs and relaxation sessions within their own geographical areas i.e. Crewe, Macclesfield and Sandbach, sharing knowledge and expertise across the groups and helping the groups to become self sufficient as we move forward and embed a wellbeing culture.	OD	Ongoing
4.2 Wellbeing in Work Contributors Group - continuation of the Wellbeing in Work Contributors Group, helping subject matter experts to create a culture of collaboration with each other, the forum groups and the wider staff community to promote and progress initiatives. For example the use of green space in Westfields has recently been collaboratively agreed and actioned.	OD	Ongoing
4.3 Wellbeing in Work Newsletter - continue to use the newsletter to promote the work of the contributors group and staff forum, as well as hints, tips and reminders to staff to look after their own wellbeing. In addition, build on current staff participation in submitting content for the newsletter and sharing their wellbeing tips.	OD	Ongoing
4.4 Cheshire East Team Challenge Cup 2018 - linked to the Wellbeing in Work Day and the Council Active Workplace Pledge to encourage colleagues to volunteer to represent their building, team, or service playing in a range of competitive sports and other activities over one month period to build a sense of community and increase connectedness.	Staff Forum	tbc

5. Personal Growth: to encourage and support colleagues in their personal development and lifelong learning by identifying, promoting and supporting opportunities for growth and to give something to others. Initiatives to include:

Initiative	Lead	By when
5.1 Employee Volunteering – development of an employee volunteering policy clarifying the Council's position on volunteering. Consideration of allocating each member of staff a set number of day's that can be used to volunteer within the borough and potentially team development days that include volunteering to build a sense of team while also learning new skills.	HR Strategy	01/09/18
5.2 Internal Flexible Resource - to encourage and support colleagues to volunteer internally for initiatives that will provide opportunities to develop new skills, broaden insights, help others and extend networks for example join the coaching pool, become a mentor, Equity and Diversity Champion, B4B Advocate, Brighter Future Champion, train as a job evaluator etc.	WLT	Ongoing
5.3 Increase secondment opportunities – promote the use of secondments opportunities to increase staff development opportunities across the council.	HR	Ongoing
5.4 Strengths Based Development - to extend the use of strengths based tools with to increase individual and team awareness and understanding, build on and utilise strengths and enable individuals and teams to flourish and grow.	OD	Ongoing
5.5 Wellbeing in Work Day - to hold an annual event in say February 2019 across the Council through which Wellbeing in Work ideas can be shared, show cased, successes celebrated, guest speakers to inspire etc.	Staff Forum /Contributors Group	31/03/19

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Staffing Committee

Date of Meeting: 23 July 2018

Report Title: Brighter Future Together (Culture) 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 last Staffing Committee, held on 26th April 2018, of progress in terms of the programme. To date programme delivery against plan is on schedule.
- 1.2 The name of the programme has been changed from the Brighter Future Transformation Programme to the **Brighter Future Together (Culture) Programme** to reflect that this programme is a key part of the Council's Whole Organisation Transformation Programme.

2. Recommendation

- 2.1 To note the report and provide feedback on the progress with the Brighter Future Together (Culture) Programme.

3. Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with the progress with the Brighter Future Together (Culture) 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 Together (Culture) 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 (Flexibility, Innovation, Responsibility, Service, Teamwork). 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 Together (Culture) Programme is a key part of the Council's overall Organisational Transformation Programme to deliver the Corporate Plan and 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.
- 5.4 The Brighter Future Programme work that is being co-created and delivered with Sticky Change is phased over a 12 month period as follows:
 - 5.2.1 Phase1: Starting the Conversation and co-creation
 - 5.2.2 Phase 2: Developing the Deal and mobilising the facilitators
 - 5.2.3 Phase 3: Engaging everyone for working for a Brighter Future
 - 5.2.4 Phase 4: Broader alignment and development
 - 5.2.5 Phase 5: Inform, sustain and embed
- 5.5 The key deliverables for each phase are outlined in Appendix 1.
- 5.6 The programme includes key enabling projects that will ensure that the Vision for Workplace Culture, the revised behaviours and the Employee Deal are embedded across the organisation. The focus of the enabling projects is outlined in Appendix 2.
- 5.7 The recommendations included in the Local Government Association report are being addressed through both the work that the Council is undertaking with Sticky Change and through the enabling projects. This is reflected in the table in Appendix 4.
- 6. Briefing Information**
 - 6.1 The briefing information provides an update on phases 1 and 2 of the programme and a summary update with reference to the enabling projects and the Members' Forum.
 - 6.2 Phase 1: Starting the Conversation and co-creation



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- 6.2.1 A recommendation that from the Local Government Association report into the review of the Council's culture was to initiate a conversation with all staff as to what they want the "tone" of the organisation to be. This conversation was initiated with Sticky Change through Phase 1 of the programme, "Starting the Conversation and Co-Creation". This has been completed.
- 6.2.2 The draft Vision for Workplace Culture was shared with both staff and members through the Starting the Conversation Workshops. Comments were requested on the look and feel of the draft Vision and on the content. In addition participants were asked to describe an "I will" and "I won't" behaviour for each of the FIRST values that would support the draft Vision for Workplace Culture. 205 staff from across the organisation participated in the workshops along with 25 members.
- 6.2.3 Those staff that were unable to participate in the Starting the Conversation Sessions in person were invited to feedback their comments via a Starting the Conversation Survey. This was available both on-line and via hard copy. 787 staff completed the survey.
- 6.2.4 Sticky Change led an event with Senior Managers and they were also asked for their feedback and comments on the draft Vision and input into the behaviours.
- 6.2.5 Feedback and comments on the draft Vision and input into the behaviours was also sought from both the Brighter Future Together Team Staff Forum and the Member Forum.
- 6.2.6 Overall over 1000 people from across the organisation participated in the "Starting the Conversation" and provided their feedback on both the Vision for Workplace Culture and the desired behaviours.
- 6.2.7 Over 7,000 pieces of data was collected and this has been analysed and distilled.
- 6.2.8 The draft Vision for Workplace Culture has been revised to reflect the feedback received both in terms of the look and feel, language used and content. The draft Vision for Workplace Culture will be reviewed for approval at the Brighter Future Steering Group in line with the governance structure of the programme.

6.2.9 All of the “I will” and “I won’t” behaviours were collated and a democratic process was applied to include the most popular for each of the FIRST values creating the revised behaviour framework. The Behaviour framework will be tabled for approval at the Steering Group at the end of June in line with the governance structure of the programme.

6.3 Phase 2: Developing the Deal and mobilising the facilitators

6.3.1 Following feedback from staff the term Facilitator has been changed to Champion.

6.3.2 The recommendations from the Local Government Association report suggested that the Council should consider presenting a new employment deal for everyone. An Employee Deal has been created that is aligned to the Vision for Workplace Culture and the desired behaviours which is explicit in outlining what employees can expect from working at the Council and what the Council can expect from them.

6.3.3 Inputs to the content, look and feel of the Employee Deal were received from the Senior Managers, the Brighter Future Together Team Staff Forum and a workshop held with Trade Union representatives.

6.3.4 The Employee Deal will be tabled for approval at the Steering Group at the end of June in line with the governance structure of the programme.

6.3.5 The Vision for Workplace Culture, the Behaviour Framework and the Employee Deal has been shared with CLT, Portfolio Holders, the Members’ Forum, the Brighter Future Together Team and representatives of the Trade Unions.

6.3.6 A communication has been sent out to all employees inviting them to become a Brighter Future Champion. The Champions will have a key role in communicating the Vision for Workplace Culture, the Behaviour Framework and the Employee Deal via team meetings from July through to September.

6.3.7 To date 110 employees have expressed their interest in becoming a Champion. Orientation sessions have taken place to provide information on what is expected of them.

6.3.8 Training of the Champions commenced at the end of June.

6.4 Enabling Projects

6.4.1 Defining the scope of the enabling projects that will support embedding the Vision for Workplace Culture, the revised Behaviour Framework and the Employee Deal has commenced and is documented in work packages for the programme which includes key deliverables and milestones.

6.4.2 The objectives as set out in the People Plan 2018 - 2020 have been aligned and influenced by the Vision for Workplace Culture, the Behaviour Framework and the Employee Deal.

6.5 Members' Forum

6.5.1 The cross party forum meets on a monthly basis. The Forum has looked at Member Culture and at how Members can positively influence the workplace culture.

6.5.2 Discussion has taken place regarding Member behaviour and work is progressing to establish key deliverables that will support enabling and embedding the Brighter Future Together (Culture) programme from a member perspective. Deliverables identified will be fed into the Member Technology and Development Panel as appropriate.

6.5.3 The Members' Forum is updated on activity from the other groups within the programme and has also had the opportunity to review and input to any potential risks to the programme that have been identified.

6.5.4 A "Starting the Conversation" session was held for members in early May. This was attended by 25 members and provided an opportunity for attendees to comment on the proposed workplace vision and behaviours.

6.5.5 The Members' Forum has created, developed and agreed a Member Behaviour Framework. The behaviours are aligned to the FIRST values and will apply to all Members.

7 **Staffing Committee's Assurance Role**

7.1 Chair of Staffing Committee, Cllr. Moran and Cllr. Flude have concluded the first stage of the assurance activity focusing on the governance of the programme. A verbal progress report will be provided to Staffing Committee on 23rd July.

8 Implications of the Recommendations

8.1 Legal Implications

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

8.2 Financial Implications

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

8.3 Human Resources Implications

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

8.4 Risk Management Implications

8.4.1 Key Risks

Key risks and mitigating actions have been identified with input from the Programme team and Member Forum and are detailed in Appendix 3.

8.5 Dependencies

8.5.1 A dependency map has been developed.

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 rural communities.

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

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



Working for a brighter future together

11. Contact Information

11.1 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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APPENDIX 1

Programme of Work

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

Phase	Key Deliverables	Start Date	Finish Date	Status
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	Completed
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	Completed
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 Champions Co-design and create the "What is the Conversation?" sessions Develop the Employee Deal 	1 May 18	30 June 18	On schedule
Phase 3: Engaging	<ul style="list-style-type: none"> Deliver the Working For a Brighter Future 	1 July 18	31 Jan 19	On schedule

everyone for working for a Brighter Future	<p>Together Workshops to employees and Members</p> <ul style="list-style-type: none"> • Design and deliver an impact survey 			
Phase 4: Broader alignment & development	<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 	1 Jun 18	31 Dec 18	On schedule
Phase 5: Inform, sustain and embed	<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 	1 Sep 18	31 Mar 19	Not started

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APPENDIX 2

ENABLING PROJECTS

Project	Project Outline	Progress Update
Recruitment Process	Developing an efficient and successful Recruitment Process aligned to the Vision for Workplace Culture, FIRST values and Behaviours.	An end to end review of the recruitment and selection process has commenced and the recommendations are expected in September
Induction Programme	An Induction Programme that is aligned to the Vision for workplace culture, FIRST Values and Behaviours Complimented by a detailed toolkit, appropriate training interventions and tracking methods.	Background work completed on the revised Induction programme. First draft due to be completed in August
HR Processes and Procedures	Review and update HR Policies, Procedures and Processes.	Phase 1 currently under Trade Union consultation and negotiation process
Appraisal & 360 feedback	An automated appraisal system that is aligned to the Vision for workplace culture, FIRST Values and Behaviors with the capability to capture training data. Complimented by a detailed toolkit and appropriate training interventions.	The appraisal system is being reviewed. Feedback has been received through the Starting the Conversation Sessions and the Brighter Future Together Team staff Forum. Procurement framework search for a new system is complete. Contracts expected to be in place by August.
Skills Audit & Management Development	Developing an informed position statement on the organisation's skills. Developing the organisation's current and future leaders and managers through consistent succession planning and a Leadership &	A leadership skills audit has been developed and distributed to everyone in the organisation with responsibility

	Management Development Training Programme.	for managing people. Results due in August.
Coaching Programme	A programme of work that develops the skills of managers and champions in various roles to develop targeted coaching skills.	Product description work package completed. Due to be reviewed and aligned following the results of the skills audit.
Wellbeing and Recognition	A package of work with particular focus on some of the LGA recommendations from the culture review relating to bullying and harassment helpline and other insight mechanisms. This work package forms part of the wider Wellbeing in Work Programme already underway.	Options for implementing a helpline due to be presented to the Brighter Future Steering Group for review in July.
Pay and Reward	Review and align pay and benefits policy and procedure.	Product description work package completed. Alignment of benefits package due to be completed March 2019.

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APPENDIX 3 – Top 3 Risks

Risk	Risk Type	Cause	Impact	Measure
Communications do not reach all staff	Threat	Some staff may not have access to computers or the usual method of communication including team meetings. Communications may be too lengthy and not punchy enough to grab attention.	Lower levels of engagement and reduced benefits	Ensure that funding is made available to cover extra costs of team meetings. Look at alternative methods of communication including posters, podcasts and leaflets. Ensure that communications are short and punchy.
Lack of Political Engagement	Threat	There will be a high number of members new to Cheshire East Council in 2019.. New members might be overwhelmed by the amount of other information that they have to deal with, or they might not appreciate the need for change because they were not aware of the issues prior to the LGA report	New members may fail to engage.	Include details of the Brighter Future (Culture) programme in the Member Induction material. Ensure that mentors are aware of the need to encourage participation in the programme. Encourage groups to promote the programme to new members.
Ambitious Timescales	Threat	A short time available to produce project documentation, engage stakeholders and decide on governance and decision making process	Decisions being made without full info being available which could cause errors to be made and result in higher project cost	Ensure that sufficient time and resource is allocated to the programme or project planning stage.

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APPENDIX 4 – Recommendations from the Local Government Association Report mapped against the Brighter Future Together (Culture) Programme

LGA Recommendation	Where it is being addressed?
1. Elected Members and senior managers should initiate an immediate conversation about what they want the “tone” of the organisation to be.	Brighter Future Together (Culture) Programme Phase 1 – Starting the Conversation and co-creation
2. The Council should consider building upon training for Elected Members (including induction training) to provide clarity on their relationships with staff.	Brighter Future Together (Culture) Programme Members’ Forum Members’ Technology and Development Forum People Plan 2018 – 2020
3. The Council should consider presenting a new employment deal for everyone that is explicit about what employees can expect from the Council and what the Council can expect of them.	Brighter Future Together (Culture) Programme Phase 2 – Developing the Deal and mobilising the facilitators
4. A skills audit for all managers should be undertaken to assess where there are issues or gaps, particularly regarding the skills required to manage people effectively. Once concluded the Council should develop a programme to provide appropriate development as needed and ensure that standards are maintained through on-going performance management.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Projects: <ul style="list-style-type: none"> • Workforce Strategy – Skills Audit and Management Development • Appraisal and 360 feedback
5. Consideration should be given to reviewing the current appraisal process and as part of that consideration should be given to the inclusion of 360-degree feedback.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Project: <ul style="list-style-type: none"> • Appraisal and 360 feedback
6. The restructuring procedure is currently under review and this should take cognizance of the impact of change on the workforce.	Brighter Future Together (Culture) Programme Enabling Project: <ul style="list-style-type: none"> • HR Process and Procedures

LGA Recommendation	Where it is being addressed?
7. It would be helpful to establish an independent helpline or person for people to raise / discuss concerns about bullying or bad behaviour without fear of being identified.	Brighter Future Together (Culture) Programme Enabling Project: <ul style="list-style-type: none"> Wellbeing and Recognition
8. A through analysis of stress related sickness and bullying related disciplinary / grievance cases with new targets set to bring levels down over time.	People Plan 2018 – 2020
9. There should be a concerted effort to build upon the established employee recognition programme.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Project: <ul style="list-style-type: none"> Well-being and Recognition
10 . Policies should be effective fair and commonly understood. Recommend that particular attention is given to the recruitment process.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Projects: <ul style="list-style-type: none"> Recruitment Process HR Process and Procedures
11 . Creation of a “People Panel” where staff could mix, network and share stories on a range of issues.	Brighter Future Together (Culture) Programme Phase 5 – Inform sustain and embed Brighter Future Together Team
12 Consideration should be given to appointing an Elected Member Champion to provide a conduit between the workforce and politicians.	Councillor Liz Wardlaw and the Members’ Forum