

Staffing Committee Agenda

Date: Thursday 25th April 2019
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 24 January 2019.

5. **HR and Health and Safety - Quarter 4 Update Report** (Pages 7 - 44)

To consider a report on the progress of the Council's People Plan 2018-20 and on Health and Safety, Human Resources and Organisational Development items.

6. **Brighter Future Together (Culture) Programme** (Pages 45 - 70)

To consider an update on the progress with the Brighter Future Together (Culture) Programme.

7. **Wellbeing in Work Strategy 2018-19** (Pages 71 - 88)

To consider an update report on Wellbeing in Work.

8. **HR Workforce Strategy** (Pages 89 - 116)

To consider an update on the HR Workforce Strategy.

9. **Interim Appointment of Director of Governance and Compliance**
(Pages 117 - 120)

To note the urgent decision and receive a verbal progress report on the recruitment of the Director of Governance and Compliance.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 24th January, 2019 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

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

Councillors M Deakin, D Flude, L Jeuda, M Parsons and JP Findlow
(substitute for Cllr R Bailey).

Councillors in attendance

Councillor S Corcoran

Officers in attendance

Kath O'Dwyer, Acting Chief Executive
Dan Dickinson, Acting Director of Legal Services
Sara Barker, Head of Strategic HR
Sarah Allcock, Senior Manager Work Force Development
Emma Morris, Interim Organisational Development Manager
Sara Duncalf, Acting HR Business Partner
Craig Hughes, HR Business Partner
Naomi Clarkson, Employment Lawyer
Julie Zientek, Democratic Services Officer

16 APOLOGIES FOR ABSENCE

Apologies were received from Councillors G Baggott and R Bailey.

17 DECLARATIONS OF INTEREST

Councillors D Flude and L Jeuda declared that they were retired members of UNISON.

18 PUBLIC SPEAKING TIME/OPEN SESSION

Councillor S Corcoran asked if any staff who had raised concerns about bullying had left the Council under the MARS scheme. He also asked what actions were being taken to ensure that no more employees were being bullied and forced out of the organisation.

The Chairman responded that it was not appropriate to comment on individual staffing matters. In terms of work done to address the culture and organisational changes, this included the commissioned LGA Culture Review Report, which had resulted in the Brighter Future Together (Culture) Programme. There had been good progress made by Members

and Officers to address the issues. These included the appointment of Champions, Starting the Conversation sessions, Vision and Behaviours for Officers and Members, Member Induction Programme, Skills Audit, a series of employee surveys, a review of appraisal process, a review of the recruitment process, review and update of HR policies and procedures and a setting up of a confidential Bullying Helpline for staff.

19 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 4 October 2018 be confirmed as a correct record.

20 HR AND HEALTH AND SAFETY - Q3 UPDATE REPORT

The Committee considered a report on the progress with the Council's People Plan 2018/20.

The report provided details on the progress on the areas of work identified for the three objectives linked to the Brighter Future Together Whole Organisation Transformation Programme.

The report also provided details on HR Performance Data for Quarter 3, which included headcount and employee turnover, voluntary redundancy and working days lost to sickness absence, and also a health and safety summary of accidents and incidents.

The Committee asked questions about the Exit Interview process and were informed that it was currently a paper based process with no centralised records maintained. In future, it was anticipated that there would be an automated process within the Business World system. It was requested that details of the number of employees who completed Exit Interviews in last 12 months be reported to the Staffing Committee at its next meeting on 25 April 2019.

RESOLVED: That

- 1 the report be noted; and
- 2 the number of employees who completed Exit Interviews in the last 12 months be reported to the next meeting of the Staffing Committee, based on information/data already held within HR Services only.

21 BRIGHTER FUTURE TOGETHER (CULTURE) PROGRAMME UPDATE

The Committee considered a report which provided an update on the Brighter Future Together (Culture) Programme.

It was reported that programme delivery against plan was on schedule with the exception of Induction Programme and Appraisal which had experience slippage due to delays associated with implementing the Business World system.

In October the Council had asked staff to complete a short “pulse” survey to test the awareness of the Brighter Future Together (Culture) Programme and a total of 1,3331 staff had completed the survey. An Action Plan had been developed to respond to the results of the survey.

The Committee asked questions about the Bullying Helpline and it was agreed that usage data to the end of December 2018 would be circulated, when available, to Staffing Committee members.

Questions were also asked about reasons for absence across the Council and the support mechanisms in place. It was agreed that the information for 2018/19 should be reported to next the Staffing Committee meeting.

Councillor B Moran reported on the Committee’s Brighter Future Together (Culture) Programme assurance role and that members and officers had met again on 7 January 2019 to review progress. It had been concluded that the Programme was working well and that the Staffing Committee assurance role had been successfully completed.

RESOLVED: That

- 1 the report be noted;
- 2 the number of users of the Bullying Helpline be circulated when available; and
- 3 details of key reasons for absence and support mechanisms in place for the period April 2018 to March 2019 be reported to the next Staffing Committee meeting.

22 PAY POLICY STATEMENT 2019/20

The Committee considered a report on the Draft Pay Policy Statement for 2019/20.

The Council was required under section 38 of the Localism Act 2011 to produce a Pay Policy Statement by 31 March on an annual basis.

Changes since last year’s Statement were outlined in Section 6.4 of the report and included a change in the remuneration ranges for Chief Officers, the development of the new Cheshire East Pay Structure and the NJC pay agreement which meant that the lowest paid staff now exceeded the National Living Way.

RESOLVED: That

- 1 the changes since the 2018/19 Pay Policy Statement be noted, as outlined in Section 6.4 of the report; and
- 2 Council be recommended to approve and publish the Pay Policy Statement for 2019/20.

23 MUTUALLY AGREED RESIGNATION SCHEME (MARS) - REVIEW OF PROGRAMME FOR JUNE 2018 LEAVERS

The Committee considered a report on the outcomes and lessons learnt from the Mutually Agreed Resignation Scheme.

The Mutually Agreed Resignation Scheme had opened for applicants in March 2018 and received 96 applications. Of these 32 were approved and 28 employees accepted the offer to leave the Council on 30 June 2018.

The report detailed a number of learning points for future schemes which included clarification of financial terms, projected savings, tax implications, changes to the settlement agreement template and also changes to timeline and process. The resultant Action Plan was also considered.

RESOLVED:

That the report be noted.

24 EMPLOYMENT TRIBUNALS - OVERVIEW OF LESSONS LEARNT

The Committee considered a report on the lessons learnt from six employment tribunal claims against the Council in the last 12 months.

It was reported that figure for the total legal costs in paragraph 4.3 of the report was incomplete at the time of preparing the report and should be £75,400 (plus VAT). There could also be additional costs relating to the two ongoing employment cases.

The report detailed the lessons learnt from the review of tribunal claims in relation to policy and procedures, resources, training, investigation processes, disclosure agreements and review of HR policy and procedures. The resultant Action Plan was also considered.

RESOLVED:

That the report be noted.

The meeting commenced at 2.00 pm and concluded at 4.07 pm

Councillor B Moran (Chairman)



Working for a brighter future together

Staffing Committee

Date of Meeting: 25th April 2019

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

Senior Officer: Sara Barker, Head of HR

1. Report Summary

- 1.1. 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.

3. Reasons for Recommendation

- 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 continues to embed a compelling vision which recognises the need for change and looks to a new future. The People Plan 2018-20 has been the name given to the HR team plan which has supported the delivery of changes through three objective areas relating to the cultural change element of the Brighter Future – Transforming our Council Together programme which are summarised below;

1. Our Culture – establishing and enabling our workplace vision
2. Our organisational development and delivery
3. Our employee experience

- 5.2. A copy of the People Plan 2018-20 is attached at Appendix One to this report for review. Staffing Committee members are asked to note progress

at the end of the first year of action.

- 5.3. To reflect the context of the HR team plan within the wider Workforce Strategy, moving into 2019-20 the plan will be renamed from the People Plan to the Workforce Strategy Action Plan.

6. HR POLICY REVIEW

- 6.1. The Policy Review project has made significant progress since the last meeting of Staffing Committee and numerous policies and procedures have been updated and approved by Cllr. Paul Findlow (Portfolio Holder).
- 6.2. In April, new policies for Disciplinary, Grievance and Dignity at Work were agreed and launched. Following feedback received from operational experience, some minor changes were made to the management guidance which accompanied the Grievance Policy and in addition, some minor changes have been made to the Disciplinary Policy. All of these changes have now been approved.
- 6.3. In order to update Members, listed below are the policies that have been recently been agreed by CLT, Legal Services, Trade Unions and approved by the Portfolio Holder:
- Disciplinary policy (minor amendments referenced above)
 - Wellbeing policy
 - Leave and Time Off policy (including new provision for volunteering, up to two days per annum)
 - Maternity
 - Adoption
 - Paternity
 - Ordinary Parental Leave
 - Managing Attendance
 - Capability Policy
 - Recruitment
- 6.4. Work continues on the remaining policies detailed below and a further verbal update on progress will be reported to Staffing Committee in April.
- Leaving the Council
 - Work-life Balance and Flexible Working
 - Flexi-time
 - Equality and Diversity
 - Domestic Abuse
 - Induction and Probation
 - Travel Expenses
 - Sickness Allowances
- 6.5. The e-learning package developed to support the updated Dignity at Work policy continues to be promoted to staff across the Council. As at 31st

March 2019 completion rates are outlined below;

- Dignity at Work 71%
- Disciplinary Procedure 95% (managers and supervisors)
- Grievance Procedure 81% (managers and supervisors)

Communication with individuals and their managers continues to ensure completion of this key training.

- 6.6. The above figures represent those that are able to complete online e-learning, however a proportion of the figures showing non-completion represent those that do not have access to e-learning or email. To meet the needs of these staff, additional support has been put into place through providing key learning summary packs and face to face briefings and discussion in team meetings.
- 6.7. 65 staff have completed the training through these methods so far, with team members trained to cascade through delivering the briefing themselves. Further support and updates on figures are expected through quarter one of 2019/20.

7. ATTENDANCE MANAGEMENT UPDATE

- 7.1. The Attendance management Action Plan has progressed well against schedule. An update on the action plan is attached at Appendix 2 to this report.
- 7.2. A governance framework has been implemented and forms part of the regular information provided to Directorate Management Teams, managers and HR representatives as well as to the Corporate Policy and Legal Services Portfolio Holder and Staffing Committee. This framework provides the basis to enable appropriate monitoring of absence levels in relation to the target of 10 days' absence per FTE in 2018/19. The actual level for 2018/19 as shown in paragraph 12.4 is 10.31 days' absence per FTE for the full year. This figure is lower than every previous 12 month period between April 2011 and March 2018, revealing a significant decrease in sickness absence.
- 7.3. The five main reasons for long term absences during 2018/19 have been stress, depression, medical investigations/operations, back pain and tumour/growth (non-specified). The main five reasons for short term absence are more general ailments as would be expected. These are colds, stomach/intestine problems, virus, vomiting and medical examinations. The recorded reasons reflect what is reported by the employee and/or on a fit note from their GP.
- 7.4. There is support for employees who are absent from work whether short or

long term. This support includes regular update/contact with line managers as to their progress and support, return to work interviews, Occupational Health consultations, stress and general risk assessments as required. Employees can also access support and advice through the Council's Employee Assistance Programme as well as the Council's dedicated Stop Bullying Behaviour Helpline. The Attendance Management Procedure sets out a structured approach for supporting employees whilst they are absent and in their return to work. Managers can also receive advice, guidance and support at formal meetings from Human Resources. Managers consider the recommendations of Occupational Health reports and the identified measures/actions from risk assessments for implementation to provide a supportive working environment to enable a successful return to work as well avoid/minimise further absences.

- 7.5. The new Wellbeing and Attendance Management Policies and Procedures will work in conjunction with each other to proactively promote health and well-being at work and providing appropriate support for employees when they are absent from work.
- 7.6. There are a range of measures to support managers with attendance management which include training sessions for line managers. The new attendance management policy has been agreed in principle by the trade unions and awaiting final sign off by the portfolio holder. An initial e-learning package is being developed to complement the new policy and procedure which will also be further supported by a refreshed face to face training. Bespoke attendance management sessions have been held to support managers with attendance management and these are being adapted into one of the key topics for the HR Surgery programme.

8. EXIT INTERVIEWS

- 8.1. All employees leaving the Council should be offered an exit interview with their grandparent manager prior to their leaving date. Copies of the exit interviews should be sent to HR for collating and statistical purposes; however there is no central recording system and the interview records are often retained locally.
- 8.2. The HR team is provided with a copy of the leaver questionnaire which is sent out by the Transactional Service Centre (TSC) when they complete the leaver payroll process. Of the 393 leavers for the period 1st April 2018 to 31st March 2019, 74 questionnaires have been returned (19%).
- 8.3. A short, anonymous survey has been conducted by HR to collect information regarding:

- Exit interviews are being offered to those leaving the Council;
- When offered, are they taking place? and
- If they are not taking place, what are the reasons for this?

8.4. The information was collected for the period 1st April 2018 to 28th February 2019 and is summarised as follows:

- Respondents submitted information regarding 149 leavers of whom 127 (85%) were offered an exit interview and 107 (72%) exit interviews were conducted.
- Where exit interviews were not undertaken, the most common reason was that the leaver declined the invitation.
- The most commonly reported reasons for not offering an exit interview were that the employee left with no notice or that they left under the MARS scheme which included a separate exit interview.

8.5. Further promotion of the procedure for offering and conducting exit interviews will take place to managers in 2019/20 and once available, the functionality of the Business World system will be optimised in digitizing the process.

9. EDUCATION HR CONSULTANCY

9.1. An improved package (including Employee Assistance Programme offer, free mediation and Barred List check service) is 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. The buy-back in response to the services offered is 100 schools and academies for 2018/19.

9.2. Work is underway to finalise the Education HR Consultancy offer for 2019/20.

9.3. A number of new training interventions have been offered aimed at increasing income as part of the Governor Training Programme as well as specific and focused training. New and aspiring Headteacher briefings have commenced with two out of four sessions being delivered with a further two planned in the Summer term 2019. These have been very popular and have received excellent feedback. Courses for Governors regarding HR principles, Performance Management as well as Equality and Diversity have been delivered. These have been well attended and well received. In addition. Safer Recruitment accredited training and refreshers for recruiting staff have been developed and currently advertised for launch in 2019.

10. APPRENTICESHIPS STATUTORY REPORTING

- 10.1. As part of the Apprenticeship Levy reforms, the Council is now required to report annually to the Department for Education on its progress towards meeting a new target introduced by the Government of 180 new apprenticeship starts. This total is disaggregated across each area of the Council resulting in 96 new apprenticeship starts required across the Council and ASDVs and 84 across maintained schools. At the end of quarter 4, there have been 112 apprenticeship new starts across the Council.
- 10.2. The take-up of apprenticeships by maintained schools across Cheshire East continues to be slow, despite significant interventions which has presented an ongoing challenge in meeting the target number of apprenticeships overall across the Council. This is a trend that is replicated in Local Authorities across the Country and intervention work continues.
- 10.3. The Council's apprenticeship offer was highlighted as part of a press release for National Apprenticeship Week. This featured the Cheshire East Council Apprentice of the Year and outlined benefits of apprenticeships, eligibility information and close working with the Skills and Growth company.

11. HEALTH AND SAFETY

11.1. Accident & Incident Summary Data Q4 2018/19 (1.1.19 – 31.3.19)

	Total Accidents and Incidents	RIDDOR ¹ Reportable Accidents	
Q3: 2018-19	849	4	
Q4: 2018-19	838	1	
Council	RIDDOR¹	Schools	RIDDOR
392	1	446	0

11.2. Accident and Incident Summary Quarter 4

		Council Employees (average head count): 3560	Schools Employees (average head count): 3330
Accidents	Employees	79	52
Average Accident Rate Factor (Employees)		7.4%	5.2%
	² MOTP	181	383
Incidents	Employees	51	2
	MOTP	81	9
A&I Total		392	446

		Council	Schools
RIDDOR	Employees	1	0
	MOTP	0	0
RIDDOR Total		1	0

There was one RIDDOR reportable accident in the Council in January where an employee fell and sustained a facial injury resulting in an absence from work of more than 7 days.

There were no accidents or incidents involving the HSE in Quarter 4.

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

² MOTP – Members of the Public

11.3. Corporate Health and Safety Training Programme

8 courses were delivered to CEC and School staff during Quarter 4 2018/19

NO. OF COURSES	COURSE	ATTENDEES
1	First Aid at Work (3 days)	11 School
3	First Aid at Work re-qualification (2 days)	12 School 15 Council
1	IOSH Managing Safely (4 days)	7 Council 2 School
1	IOSH Managing Safely refresher (1 day)	5 Council 1 School
1	Prime accident Reporting course (3 hours)	15 School
1	Caretaker's Course	12 School
10	TOTALS	27 Council 53 School 80 Total

12. HR PERFORMANCE DATA – Q4 2018/19**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 Mar 2019	3,557	-0.84	NA	2771.5	-1.91	NA

Between April 2012 and March 2019, the overall Council employee headcount has reduced by 34.7% and the overall number of Council FTE employees has decreased by 32.1%. Between April 2014 and March 2019, the overall Council employee headcount has reduced by 19.21% and the overall number of Council FTE employees has decreased by 14.3% over the same period. As described previously, the larger reductions in staffing between both 2013-14 and 2014-15 include staff TUPE transferring to ASDVs. Between April 2018 and March 2019, the overall Council employee headcount has reduced by 0.8%, with the number of FTE employees also decreasing by 1.9% over the same period.

12.2. Leavers and 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
2018-19	393	11.0	380	10.6

The table above provides the number of leavers between April and March 2019, including those who TUPE transferred to ASDVs. The total employee turnover rate is therefore 10.6% during this period, which is similar to the previous year 2017-18. However, the difference is not as pronounced as expected, which suggests that the Mutually Agreed Resignation Scheme may have captured employees who were intending to leave anyway, and the overall turnover rate in 2018-19 may not be affected by MARS. If TUPE transfers

are analysed separately there have been 380 leavers due to other reasons, which are summarised below. The turnover rate for all other leaving reasons is 10.6%.

There were 279 resignations during the reporting period, 28 of which were due to MARS applications. The turnover rate due to resignation is 7.8%, which is lower than the same time last year.

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
2018-19	279	7.8

The distribution of leaving reasons is shown below, with the exception of TUPE transfers and employees whose leaving reason is not given. The 'unsatisfactory' category includes those who left due to unsatisfactory probation or performance, gross misconduct, or disciplinary action; 'Other' reflects mutual termination or death.

Leaving Reason	Headcount	Proportion of all Leavers (%)
Resignation	279	71.0
Retirement	43	10.9
Redundancy	18	4.6
End of Contract	21	5.3
Unsatisfactory	7	1.8
Other	12	3.1

12.3. Redundancy

Nineteen people have left the Council under voluntary redundancy terms between 1 April and 28 February 2019. The total severance cost was £785,911 inclusive of redundancy and actuarial costs. Over the next five years, this reduction is estimated to save the Council over £3,007,606.

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
2018 – 2019	19	1

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

Financial Year	Full Year Absence Rate
2011-12	11.67
2012-13	12.03
2013-14	11.33
2014-15	11.97
2015-16	11.14
2016-17	11.14
2017-18	11.18
2018-19	10.31

The table above shows the cumulative absence rate for Cheshire East Council for the 2018-19 financial year in comparison with previous financial years. The current figure of 10.31 days lost at the end of March 2019 is lower than the figure at the end of 2017-18 and much closer to the target of 10 days. It is also lower than every previous 12 month period between April 2011 and March 2018, revealing a significant decrease in sickness absence. Closer examination of the data suggests that this figure was achieved due to fewer absences in the third quarter of 2018-19.

12.5 HR Casework

The HR Team continues to work with managers to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes to concerns raised. The table below sets out those cases that were considered through HR formal procedures.

Summary of current formal case work by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET ¹
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	6	0	3
As at Aug 2018	1	6	8	2	2
As at Dec 2018	1	3	3	1	2
As at March 2019	1	2	2	2	1

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
June – August 2018	0	4	2	0	1
Sept – Dec 2018	0	9	7	5	1
Jan – Mar 2019	0	4	3	0	0

¹ET - Employment Tribunal

Closed cases January – March 2019

Type of Case	Information/Length of Case
Capability	No cases concluded
Disciplinary	2x4wks; 1x 15mths
Grievance	1x14wks; 1x16wks; 1x22 mths
Dignity at Work	No cases concluded

With reference to the table above, casework matters are dealt with in as timely a manner as possible. There can be unavoidable slippage of time due to factors such as the general availability of the parties involved; for example, complainant, officers, trade union representatives as well as investigating officers. Longer term delays can be due to sickness absence. In respect of the grievance cases taking longest to conclude, the cases which took 22 months to conclude was delayed due to long term sickness.

Summary of new formal case work during period by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET
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
June – Aug 2018	1	4	4	2	0
Sept – Dec 2018	0	5	2	4	1
Jan – Mar 2019	0	3	2	1	0

13. Implications of the Recommendations**13.1 Legal Implications**

13.1.1. Activity relating to the summaries in this report contributes to ensuring the Council's statutory HR and Health and Safety obligations are met.

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/Cared for Children

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

14.8 No specific wards affected.

15 Access to Information

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

16. Contact Information

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

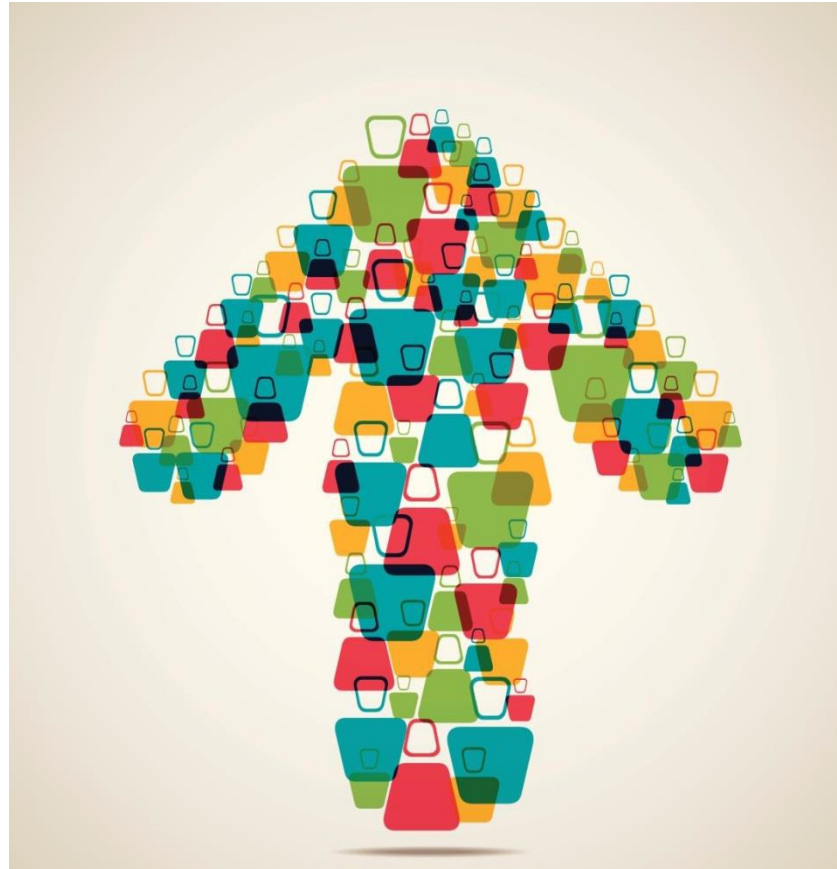
Name: Sara Barker

Designation: Head of HR

Email: sara.barker@cheshireeast.gov.uk

PEOPLE PLAN 2018-2020

2018-19 stage. To be renamed 'Workforce Strategy Action Plan' for 2019-20 stage.



Working for a Brighter Future – Together

OFFICIAL

The Council has 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 Brighter Future Together 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;



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 those 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 Transformation Programme and contributes directly through a programme of culture change;

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| <ol style="list-style-type: none">1. Our culture – establishing and enabling our workplace vision2. Our organisational development and delivery3. Our employee experience |
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This document outlines the priorities within each objective and the measures against which progress and outcomes will be monitored. As the Brighter Future Together 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.

Progress key: Completed / On schedule / Behind schedule

1. Our Culture – establishing and enabling our workplace vision					
	Objective	Owner	Key Milestones	Performance Measures	Progress
A	To identify and articulate a clear and compelling vision and tone for a transformed workplace culture in Cheshire East Council. To inform, involve and engage staff and members in the development and implementation of the cultural vision, behaviours and employee deal.	Head of HR	July 2018	<ul style="list-style-type: none"> Cultural vision and tone defined Cultural measures/goals defined Cultural vision communicated 	<ul style="list-style-type: none"> Complete
B		Head of HR	April 2018	<ul style="list-style-type: none"> Communications strategy agreed BFTT forums and Member Forums run 	<ul style="list-style-type: none"> Complete
			June to November 2018	<ul style="list-style-type: none"> Starting the conversation workshops completed Starting the conversation survey run and analysed Brighter Future Champions in place and trained Brighter Future workshops run 	<ul style="list-style-type: none"> Complete
C	To develop a fit for purpose behavioural framework that aligns behaviours to the Cheshire East cultural vision and FIRST values that are embedded into the organisational DNA.	Head of HR	July 2018 December 2018 March 2020	<ul style="list-style-type: none"> Behavioural framework agreed Framework implemented Framework implemented 	<ul style="list-style-type: none"> Complete Embedding continues through launch of Toolkit and integration within all policies and processes
D	To identify and deliver a new Employee Deal which clearly	Head of HR	July 2018	<ul style="list-style-type: none"> Employee Deal agreed 	<ul style="list-style-type: none"> Complete

	links to the Cheshire East Vision and the FIRST Values and Behavioural Framework.		December 2018 March 2020	<ul style="list-style-type: none"> Employee Deal implemented Employee Deal embedded 	<ul style="list-style-type: none"> Embedding continues through launch of Toolkits and integration within all policies and processes
E	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 HR/ Head of Dem Services	May 2018 Ongoing March 2019	<ul style="list-style-type: none"> Member Forum Member Development programme designed Member Development programme delivered 	<ul style="list-style-type: none"> Complete and ongoing Member forum in place, meeting on a monthly basis. Members of this Forum to attend the Brighter Future Community Meeting on a regular basis throughout the year to continue to develop and maintain good working relationships. A Conversation session for all members delivered Sessions held in November and December 2018 and January 2019. This is completed. Vision for workplace culture, values and Member Behaviours to be included in new member induction programme. Vision, values and behaviours to be incorporated to all future Member training as appropriate.
F	To deliver a leadership	WFD	March 2019	<ul style="list-style-type: none"> WLT and WLC programme 	<ul style="list-style-type: none"> Complete and ongoing.

	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.	Manager	March 2019	<ul style="list-style-type: none"> Brighter Future manager's core training completed 	<p>WLT and WLC programme in place.</p> <ul style="list-style-type: none"> Having the Conversation Sessions delivered to 438 staff. Brighter Future manager's leadership and management development programme in place and sessions running from January 2019 HR Surgery Calendar agreed and in place.
G	To develop and implement a range of survey mechanisms to monitor and measure the required cultural change and programme outcomes.	OD Manager	<p>June 2018</p> <p>October 2018</p> <p>February 2019</p> <p>June 2019</p>	<ul style="list-style-type: none"> Approach to staff survey and temperature testing agreed Temperature test run Further temperature test planned Framework of measures agreed and implemented 	<ul style="list-style-type: none"> Temperature Test completed in October 2018 and February/March 2019. A dashboard of measures for the Culture programme has been set up in Corvu.
H	To develop a framework of cultural principles and supporting toolkit to inform and align the Brighter Future Together Brighter Future Together Transformation Programme	Head of HR	<p>October 2018</p> <p>March 2019</p>	<ul style="list-style-type: none"> Cultural principles defined "Culture Check" toolkit/ mechanisms in place Training if required 	<ul style="list-style-type: none"> Vision, values and behaviours now in place. Complete. My Conversation Toolkits developed and pilot completed with planned by May 2019. Work has commenced to create a Transformation Toolkit. This is complex and needs to align to

					other aspects within the organisation relating to change and transformation programmes to ensure that it is effective.
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2. Our Organisational Development and Delivery					
	Objective	Owner	Key Milestones	Performance Measures	Progress
	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 Scoping for the way forward regarding PRP for senior managers 	<ul style="list-style-type: none"> Joint Working Group have concluded their work. Proposal for NJC Pay Spine agreed with CLT and shared with the Unions. On going discussions/negotiation with the unions continues. Options paper for Senior Manager Pay review submitted to CLT.
	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 	<ul style="list-style-type: none"> Pay Policy Statement agreed at full Council. Gender Pay Gap Report prepared for agreement. Transparency reporting prepared for agreement.
BF	To progress the review of HR policies and procedures and determine the impact of best practice and legislative developments.	HR Policy/ Strategy	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 	<ul style="list-style-type: none"> Work on Phase 1,2 and 3 completed and submitted to Portfolio Holder for sign off. Work on remaining policies underway scheduled for completion by March/April 2019
BF	To review and promote the range of employee benefits and	HR Strategy	March 2019	<ul style="list-style-type: none"> Take up of schemes Usage of Employee Assistance 	<ul style="list-style-type: none"> Items included in Team Voice

	salary sacrifice schemes to support the employee deal and ensure efficient and effective usage.			Programme	<ul style="list-style-type: none"> Work underway to procure a new provider for the Rewards Centre portal.
BF	To undertake an end to end review of the Council's recruitment process and any Business World interface work to ensure 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 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 	<ul style="list-style-type: none"> Complete – new system launched in November 2018. New Recruitment Policy and Procedure agreed. Complete - Recruitment Toolkit and training in place to support recruiting managers. New job description templates in place.
BF	To provide a clear induction programme for all staff.	WFD Manager	April 2019 Ongoing	<ul style="list-style-type: none"> Programme refreshed, in place and communicated % of new staff enrolled onto induction programmes % of new staff completing induction programme Feedback on induction process 	<ul style="list-style-type: none"> New programme in development E-learning element to upload prior to implementation of new LMS so staff can access Implementation of new LMS tbc. (Related to Business World implementation) will release full functionality of programme.
BF	To review the current appraisal process to consider in particular the inclusion of 360-degree feedback.	WFD Manager/ OD Manager	October 2018	<ul style="list-style-type: none"> Review of current and best practice completed New oracle replacement system and toolkit in place 	<ul style="list-style-type: none"> Review completed New process agreed in light of Business World timeline amendments

			Ongoing	<ul style="list-style-type: none"> • 360 approach and tools in place • Number of appraisals initiated, reviewed and completed • Number of 360 undertaken • Reported impact of appraisal system on organisation objective achievement and personal development • Training and development requirements fed into WFD planning 	<ul style="list-style-type: none"> • New system to be implemented following Business World • Launch of toolkits planned in April 2019 with supporting HR surgeries. • 360 feedback pilot to take place Q1 2019 to inform process and communications required for full launch in 2020/21
	To continue to promote the apprenticeship levy across the Council, ASDVs and maintained schools and encourage the uptake of apprentices.	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 	<ul style="list-style-type: none"> • Complete • 112 new apprenticeship starts for 2018/19
	To identify and address skills gaps regarding required skills for job roles against professional standards. Carry out a skills audit to gain knowledge of baseline position from which to develop skills and behaviours across the organisation.	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 	<ul style="list-style-type: none"> • Maturity matrices received from across services, actions plans shared with team managers • Training budgets 93% spent • 100% of training plans commissioned • 55 CPD panel approvals • 112 new apprenticeship starts in CEC, ASDVs and schools.

BF	To improve retention and succession planning through offering career opportunities and progression. Use of skills gaps information to support tailored opportunities.	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 in toolkit, in line with PDR process in place 	<ul style="list-style-type: none"> 112 new apprenticeship starts in CEC, ASDVs and schools in 2018/19 15 ASYEs in Children's social care previously undertook work placements at CEC 4 graduate management candidates in Adult Social Care PDR process includes initial staff performance indications which will lead to talent development 51 places taken up on ILM management qualifications
BF	To carry out an analysis of stress related sickness and bullying related to disciplinary/grievance cases in order to identify trends and target actions and support. To introduce a target for the number of cases – these may increase initially.	HR Delivery	September 2018	<ul style="list-style-type: none"> Attendance Managers action plan agreed To meet the incoming target 	<ul style="list-style-type: none"> Top 5 reasons for absence is reported to CLT and DMTs in the Workforce Data packs Reporting on length of time taken to conclude formal disciplinary and grievance cases Complete & ongoing.
BF	To review the exit interview process and require all managers and supervisors to offer out an exit interview for	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 interviews completed 	<ul style="list-style-type: none"> Initial discussions and review taken place Implementation reliant on B4B Dynamic Form

	all staff who leave the Council.			<ul style="list-style-type: none"> Findings analysed and reported quarterly 	<ul style="list-style-type: none"> Current methods to be used in the interim Survey to collect exit interview statistics as an initial indicator as records are not held centrally.
	Seek to develop new income opportunities for Education HR and Health and Safety including possible collaboration with other Authorities/agencies.	Education HR Manager/ Health and Safety Manager	Ongoing	<ul style="list-style-type: none"> Seek to maximise customer base and minimise losses Full cost recovery 	<ul style="list-style-type: none"> Currently seeking opportunities to develop income generation and joint working with other LAs and schools
	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 MATs. 	<ul style="list-style-type: none"> Improved offer for 2018/19 which included free mediation, barred list check and EAP & sliding scale of cost reduction introduced bases on number of Academies in the Trust Bespoke Head Teacher Workshops for Academies
	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 number of courses/ sessions/ briefings delivered to maintain additional income generation levels 	<ul style="list-style-type: none"> Additional Governor training courses re Equality and Diversity and HR role for Governors in place for Autumn and Spring terms Updated Head Teacher/

					<p>Governor training in place</p> <ul style="list-style-type: none"> • Further accreditation Safer Recruitment training for Head Teachers/ Governors • Accredited Safer Recruitment planned for 2019 • Introduction of new breakfast briefings for New and Aspiring Head Teachers starting in Autumn 2018 through to Summer 2019. Excellent feedback received from the first session
	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 	<ul style="list-style-type: none"> • Ongoing • The team are supporting a significant number of restructures in light of 2019/20 budget allocations during the spring term 2019 which will be completed by end of May 2019
	<p>To work with Executive Directors, Senior Management Teams and other staff to;</p> <ul style="list-style-type: none"> - Identify business requirements for 2018/20 - Provide a clear offer of 	Head of Strategic HR/ HRBP Delivery/ HRBP Schools Consultancy	Ongoing	<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 	<ul style="list-style-type: none"> • 10.31 days' lost per FTE for full 2018/19 year compared to a target of 10 days per FTE • Work ongoing to define support required for Brighter Future Transformation Programme • Ongoing work with managers to

	<p>support to the business</p> <ul style="list-style-type: none"> - Collaboratively work together to fulfil the agreed KPIs for HR and delivery of corporate and service scorecard with KPIs 			<p>managers to adhere to timescales and appropriate actions</p> <ul style="list-style-type: none"> • 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 eg. Change programmes • Investigator training for managers 	<p>ensure reviews are on schedule as part as part of the day-to-day support provided by HR delivery team and promoted through training provision and HR Surgeries.</p> <ul style="list-style-type: none"> • Ongoing work with managers including first line supervisors across the organisation • Monthly management information established, Senior HR Officers providing in depth analysis at DMTs and other management meetings • HR sessions have taken place in respect of the principles of managing attendance, further HR surgeries to take place throughout 2019 • Training workshops scheduled to support key HR initiatives being refreshed as revised policies are launched • Ongoing work with managers. Ongoing support and guidance to deliver MTFS savings through service redesign and restructure • Completed for individual programmes. Provider of investigator training identified and arranged for 2019
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3. Our Employee Experience					
	Objective	Owner	Key Milestones	Performance Measures	Progress
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 	<ul style="list-style-type: none"> Complete and ongoing. Engagement events reviewed and aligned to the Brighter Future Together (Culture) programme to incorporate vision, values behaviours and employee deal. Work will continue via the embedding plan for the programme.
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 associated 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 Number of staff generated initiatives Number of resilience training sessions held and attended 	<ul style="list-style-type: none"> Strategy and plan aligned and agreed for 2018/19 Created Wellbeing in Work Dashboard of Measures A week of wellbeing events across the Council was held in March 2019 with very positive feedback. 4 resilience training sessions held, attended by 181 staff.
BF	For all staff to have access to an independent helpline where they can raise concerns about bullying or	OD Manager/ HR Delivery Manager	September 2018	<ul style="list-style-type: none"> Approach agreed and implemented Number of calls made Number of grievances/ 	<ul style="list-style-type: none"> Complete. A dedicated helpline to provide support to those employees experiencing

	inappropriate behaviour.			whistleblowing made & resolved	inappropriate behaviour went live 6/8/18. The helpline is called Stop Bullying Behaviour and is provided by Workplace Wellness. Results from the pulse survey carried out in October 2018 suggest awareness of the helpline is high with 82% of employees that completed the survey confirming that they are aware of the helpline.
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 	<ul style="list-style-type: none"> The current programme has been aligned to the Vision, Behaviours and Employee Deal and renamed Making a Difference for a Brighter Future Together. Numbers of Made my Day instant recognition have significantly increased following the implementation of the What's the Conversation sessions and engagement in the monthly and annual recognition schemes is strong.

	For staff to benefit from a fully flexible Occupational Health service.	H&S Manager	Ongoing	<ul style="list-style-type: none"> KPIs met 	<ul style="list-style-type: none"> Regular meetings take place to review the OHU service, to monitor KPI compliance and to address service improvements
	For all staff to benefit from an organisation that places the health and safety of their staff at the highest priority.	H&S Manager	Ongoing	<ul style="list-style-type: none"> Number of days lost due to sickness absence due to accidents 	<ul style="list-style-type: none"> All accidents which incur sickness absence are reviewed by the H&S team and investigated as necessary. The H&S team provide valuable input into the Wellbeing at Work programme

Key: **Completed**/ **On schedule**/ **Behind Schedule**

Headline	Action	Timescale	Owner	Update
Policy	Review attendance and wellbeing policy	March 2019	HR Policy Manager/ HR Business Partner (HRBP)	<p>Completed. The Wellbeing Strategy has been agreed and workplace initiatives have been developed to underpin wellbeing (reported to Staffing Committee in October 2018.) 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 along with the way they are managed and led.</p> <p>Best practice from other organisations, including local authorities has been sought to inform our approach. In addition, ACAS guidance has been reflected to ensure future policy meets requisite standards and legislative requirements.</p> <p>Ongoing. The well-being policy has been approved and finalised with the attendance management policy being agreed in principle by the trade unions and awaiting final sign off by the portfolio holder.</p> <p>An initial e-learning package is being developed by Workforce Development with support from HR Delivery and the HR Policy Teams. Further face to face training will also be developed.</p>
Governance	Implement a governance framework to ensure effective attendance management	April 2018	Head of HR/HRBP	Completed. A governance framework has been established and regular information is scrutinised at Directorate Management Teams line managers and HR representatives. Regular reports are provided to the Corporate Leadership Team and Staffing Committee.
Monitoring and Compliance	Set targets for absence levels	Annually	CLT	Completed. This has been set at 10 working days per FTE.
	Management information at strategic and	March 2018	HR Delivery	Completed. Monthly reporting in place as part of governance arrangements.

Monitoring and compliance (continued)	operational level	On-going	Director / Head of Service/ HR	Completed. On-going monitoring via Directorate and Service meetings and one to one support for individual cases.
	Ensure adherence to attendance management procedure by managers Performance targets for Occupational Health; trends in respect of referrals identified to focus HR support	Quarterly	H&S Manager / HRBP	Completed. H&S manager meets regularly with service provider (PAM) to review quality of service provision, trends and to address future interventions.
Support for Managers	Attendance management remains a key objective on PDRs for all senior managers	April 2018	CLT/DMT/	Completed. Communications sent to managers via Directorate Management Teams/other management meetings as well as in Team Voice. Communication reinforced by Chief Executive at Wider Leadership Team events.
Support for Managers (continued)	Development and training of line managers to increase awareness of attendance policy and develop skills to increase people management skills	May 2019	HRBP / OD Manager	Ongoing. A self-assessment leadership and management skills audit for all managers was carried out in July 2018. With a 78% response rate, this has allowed the informed development of a leadership and management programme. 'Having the Conversation' full-day training sessions for all people managers, as part of the Brighter Future Programme, have been provided to over 400 staff to provide guidance on what is expected of managers in relation to values and behaviours and how these might affect the management and supervision of staff. The 'My Conversation' toolkit pilot was completed in mid March 2019. Feedback is being collated before it is rolled out across the organisation. Bespoke attendance management training sessions are delivered to line managers. In addition, the introduction of HR surgeries in April 2019 will focus on key HR topics for managers and will include attendance management.

	Understand potential barriers to managing absence	May 2018	HRBP / OD Manager	Ongoing . As part of the review of attendance, workshops were conducted with line managers to seek feedback on current attendance procedures. As part of the consultation with the trade unions, there have been discussions about the potential barriers to managing attendance consistently. This has been addressed through clarity of the policy, comprehensive management guidance and toolkits. It will be reinforced and promoted within the e-learning and face to face training packaged.
	Share good practice between managers through 'guest slots' on attendance management training	April 2018	HRBP /OD Manager	Completed . Training sessions in November 2018 focussed on sharing good practice, the principles of constructive attendance management and developing managers confidence, skills and knowledge to support staff who are absent from work. These training sessions will continue throughout 2019.
Reporting	Review technology and refine reporting arrangements (and include costing for absence)	March 2019	HR Business Partner / B4B project	Ongoing . This will be addressed thorough implementation of Business World (delayed).
	Provide further statistical analysis highlighting hotspots and trends	June 2018	HRBP/ HR Strategy	Completed . HR Delivery target initiatives to address hotspots/trends and provide detailed analysis to each Directorate Management Team.
	Benchmark statistics against other public and private sector organisations	June 2018	HRBP/ HR Strategy	Completed . Benchmarking exercises are undertaken through North West Employers and the Office of National Statistics. This will be repeated annually to inform future attendance management activity.

Controls	Include sickness absence in HR Scorecard at directorate and service level	July 2018	HRBP	Completed. Incorporated within Corporate Scorecard and Management Information provided to Corporate Leadership Team and the Directorate Management Teams.
	Restriction on agency cover to encourage managers to actively manage absence	April 2018	CLT	Completed. There is a robust process in place via Recruitment Watch which requires a business case to be submitted prior to approval to recruit agency workers. Managers are required to submit their business case which is approved by Heads of Service.
Prevention and Well-being	Embed responsibilities for managers and employees to support staff well-being at work and during absence episodes	April 2019	Managers/H R Delivery	Ongoing. This continues through day-to-day working with the managers and will also be incorporated into the revised Attendance Management Training. HR surgeries will focus upon attendance and wellbeing.
	Roll out of Mental Health First Aid Training	Feb 2018	Workforce Manager	Completed. Two cohorts have been trained with plans for a further session to be rolled out in 2019. The names and contact details of Mental Health First Aiders are publicised on posters throughout Council's buildings.
	Liaise with Occupational Health/other agencies regarding health campaigns	On-going	Health and Safety Manager	Completed. A series of health awareness campaigns have been publicised through Team Voice and the Wellbeing Newsletter. A calendar of health campaigns has been developed for 2019 with monthly themes focussing on areas such as mental health, no smoking, men's health, women's health, looking after your heart.
	Promote the Employee Assistance Programme (EAP)	March 2019	HR Strategy/HRBP	Completed. Regular items continue to be included in council communications including the most recent Wellbeing in Work newsletter. Senior HR Officers promote the services of the EAP scheme across the Council. Completed. Personal resilience and stress management form part of the corporate training programme. These courses will continue to run during

	Continue the ongoing training programme to build personal resilience and manage stress.	March 2019	Workforce Manager	2019.
	The adoption of initiatives as identified by the Well-being in Work Staff Forum and Wellbeing Contributors Group.	Ongoing	OD Manager	Ongoing. The building based wellbeing in work forums have continued to meet. The Westfields group which is very strong, along with members of the contributors group, have delivered a book club, yoga sessions in the evening, benches on the grass in the car park and are piloting a wellbeing room. The first aid room in all the main buildings is now a multi-purpose room for first aid, prayer and breast feeding. Forum meetings are planned for all the main buildings at the end of January.

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Working for a brighter future together

Staffing Committee

Date of Meeting: 25 April 2019

Report Title: Brighter Future Together (Culture) Programme

Senior Officer: Sara Barker - Head of HR

1. Report Summary

- 1.1 The purpose of this report is to update Staffing Committee since the last meeting, held on 24th January 2019, of progress in terms of the programme. Overall delivery against the planned phases of the programme has been completed, outlined in Appendix 1. Through the programme significant progress has been made in addressing the recommendations following the Local Government Association's independent culture review, outlined in Appendix 2. Key activity and next steps are detailed in the briefing information within this report.

2. Recommendation

- 2.1 To note the continued good progress on this programme.

3. Reasons for Recommendation

- 3.1 To ensure Members are kept up to date with the progress on 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 working closely 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 allows the Council to build on strengths and the behaviours role modelled by staff and members

that are reflected in the Employee Deal, to ensure that the vision for the workplace culture is realised, implemented and embedded for the future.

- 5.3 The Brighter Future Together (Culture) Programme is a key part of the Council's overall Brighter Future – Transforming Our Council Together 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 implemented and embedded, creating the new workplace culture.
- 5.4 The Brighter Future Programme work that has been co-created and delivered with Sticky Change was phased over a 12 month period as follows:
 - 5.4.1 Phase1: Starting the Conversation and co-creation
 - 5.4.2 Phase 2: Developing the Deal and mobilising the Champions
 - 5.4.3 Phase 3: Engaging everyone for working for a Brighter Future
 - 5.4.4 Phase 4: Broader alignment and development
 - 5.4.5 Phase 5: Inform, sustain and embed
- 5.5 The key deliverables for each phase are outlined in Appendix 1.
- 5.6 The programme included key enabling projects to ensure that the Vision for Workplace Culture, the revised behaviours and the Employee Deal are implemented and embedded across the organisation. The focus of the enabling projects is outlined in Appendix 3.
- 5.7 The recommendations included in the Local Government Association report are addressed through the work that the Council is undertaking with Sticky Change and through the enabling projects. This is reflected in the table in Appendix 2.

6. Briefing Information

- 6.1 The briefing information provides an update on phases 4 and 5 of the programme and a summary update with reference to the enabling projects and the Members' Forum.
- 6.2 Phase 4: Broader alignment and development
 - 6.2.1 Following feedback from the Brighter Future Community; the My Conversation Toolkits have been shared with a pilot group of 25 teams from across the Council. The pilot group have been using the conversation toolkits within team meetings and one to one meetings and have been asked

to provide their feedback on look, feel, style and content in addition to commenting on the impact of the conversations.

- 6.2.2 The pilot ended on 18th March 2019 and feedback is being collated in order to make any appropriate changes to the content and process. Initial feedback suggests that there are some minor improvements that could be made to the document layout and style but overall the conversations have had a positive impact on those that have participated in them.
- 6.2.3 The conversation based approach will continue within the Performance Development process which will be launched and embedded in 2019/20 with the recording system going live in 2020/21. The inclusion of 360 feedback will start with a pilot group to ensure the chosen process is fit for purpose to be offered for all staff in 2020/21.
- 6.2.4 The existing coaching programme has been aligned to the vision, values, behaviours and employee deal. Coaching Toolkits are being developed to complement the My Conversation Toolkits to ensure a joined up approach and encourage tone and style aligned to the behaviours.
- 6.2.5 Feedback has been sought from recruiting managers across the organisation to understand how the recruitment process can be improved. This has informed the development of a recruitment toolkit that includes a revised policy and procedure, new Managers' Guidance, a new template for job descriptions, behavioural based questioning for use in the selection process and an interview 'scoring matrix'. New training will also be offered to recruiting managers in using the toolkit.
- 6.2.6 An adapted 'What's the Conversation' session has been added to the Corporate Induction programme to ensure that all employees joining the Council are introduced to the vision for workplace culture, the Council's values, behaviours and employee deal. The first session took place in January and positive feedback was received.
- 6.2.7 A leadership and management skills programme has been designed and developed incorporating feedback from the leadership skills audit and aligned to the Brighter Future Together (Culture) programme.
- 6.2.8 The programme has been approved by the Corporate Leadership Team and commissioning is in progress.
- 6.2.9 Training sessions are scheduled and being offered across the organisation.
- 6.2.10 A new HR surgery calendar has been developed that will offer drop in sessions on HR related matters for all managers to access.

6.2.11 The current recognition programme has been aligned to the Vision, Behaviours and Employee Deal and renamed Making a Difference for a Brighter Future Together. Numbers of 'Made my Day' instant recognition have significantly increased following the implementation of the 'What's the Conversation' sessions and engagement in the monthly and annual recognition schemes is strong.

6.2.12 The SBB (Stop Bullying Behaviour) helpline went live on 6th August 2018 and is a dedicated helpline provided by Workplace Wellness, an independent supplier which also manages the Council's Employee Assistance Programme. In the period from August 2018 to 31st January 2019 five calls were made to the helpline. It is not possible to identify the gender, age or Directorate/Service that the callers work within, due to the confidential nature of the service.

6.3 Phase 5: Inform, sustain and embed

6.3.1 The Council's partners, Sticky Change delivered a Master Class for the leadership team that built on the learning from the 'Having the Conversation' training and focused on creating an organisational climate that has a positive impact on staff and organisational performance.

6.3.2 A second pulse survey was carried out between 25th February and 8th March 2019. The focus of the survey was to take a 'temperature test' of how it currently feels to work at Cheshire East Council. The results are expected at the end of March and will be communicated to stakeholders.

6.3.1 The Brighter Future Community is made up of the Brighter Future Together Team, 38 staff from across the Council and 115 Brighter Future Champions who will continue to meet on a monthly basis to support the Council in embedding the culture programme work.

6.3.2 The programme team and the Council's partners Sticky Change attended a meeting to reflect on delivery of the Brighter Future Together (Culture) programme. Observations from this meeting have informed the embedding plan. Appendix 4

6.4 Enabling Projects

6.4.1 Progress made with the enabling projects is detailed in Appendix 4.

6.5 Members' Forum

6.5.1 Delivery of 'A Conversation for all Members' has been completed. 55 members participated in the training.

- 6.5.2 The Member Forum was updated on the induction programme for new members, that has been designed by the Member Technology & Development Panel. The programme will include a session on workplace culture, values and member behaviour.
- 6.5.3 Two Councillors from the Member Forum attended the Brighter Future Community Meeting held on 21st March 2019. The purpose of the meeting was to continue the conversations between the two forums in order to further develop closer working relationships between Members and officers
- 6.5.4 It was agreed at the Member Forum held on 6th March 2019 that the Forum would continue following the elections in May 2019. It was agreed that the Terms of Reference would be reviewed at this time to ensure that they reflect the formal role of the Member Forum to continue to support the embedding of member behaviours and in fostering and maintaining good relationships with officers and the Brighter Future Community. Thus enhancing the understanding of the respective roles and responsibilities of members and officers to support working together as one team and one council to deliver the service for our customers.

6.6 Next Steps

- 6.6.1 To implement the embedding plan and track progress through the Steering Group.
- 6.6.2 To review the latest pulse survey results, and include any actions within the embedding plan.
- 6.6.3 To continue to measure progress via the Brighter Future Together (Culture) programme score card and test employee engagement via a full survey later in the year.
- 6.6.4 To continue to work with the Brighter Future Community to embed the culture work into business as usual activity.
- 6.6.5 To schedule a Member Forum meeting following the elections in May to review and revise the Terms of Reference and develop future action plans as appropriate.

7 **Staffing Committee's Assurance Role**

- 7.1 Staffing Committee successfully completed their assurance role of the programme on 7th January 2019. Updates of the outstanding actions from the final meeting are detailed in Appendix 6.

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 was agreed at a total cost of £151,460, funded from the Council's Transformation budget.

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 and mitigating actions have been identified with input from the Programme team and Member Forum and are detailed in Appendix 5.

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/Cared for Children

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.

11. Contact Information

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

Name: Emma Morris
Designation: Interim Organisational Development Manager
Email: emma.morris@cheshireeast.gov.uk

CHESHIRE EAST COUNCIL

APPENDIX 1 Brighter Future Together (Culture) Programme

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	Completed

Phase 3: Engaging everyone for working for a Brighter Future	<ul style="list-style-type: none"> • Deliver the Working For a Brighter Future Together Workshops to employees and Members • Design and deliver an impact survey 	1 July 18	31 Jan 19	Completed
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	Completed
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	Completed

Appendix 2 - Progress Update Recommendations from the Local Government Association Report

LGA Recommendation	Update	Status
1. Elected Members and senior managers should initiate an immediate conversation about what they want the “tone” of the organisation to be.	Everyone in the organisation had the opportunity to participate in the conversation. 1017 people provided their feedback via the Starting the Conversation Sessions and Survey.	Complete
2. The Council should consider building upon training for Elected Members (including induction training) to provide clarity on their relationships with staff.	The Member Development & Technology Panel has developed and agreed a mandatory training programme for elected members for 2019/20 which includes an induction programme. This will support embedding the Member Behaviours along with the “Having the Conversation Session” specifically adapted for existing Members.	Complete and ongoing
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.	The Employee Deal was launched 26th July and is being implemented via the “What’s the Conversation?” sessions. Training for managers commenced in October and will run through until December 2018.	Complete and ongoing
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.	The management skills audit was conducted during July 2018. In total, 475 responses were received. This represents a significantly high response rate of 78% response rate (610 surveys were sent out in total). Results of the audit have informed the “Having the Conversation” training that has been created which will focus on embedding the Vision, Behaviours and Deal. ‘Having the Conversation’ sessions have been running since October 2018, with 478 managers across the organisation now having attended the one day session. Feedback from managers has been excellent and plans are in place for this to be offered to all new managers joining the Council. Management Development Programme designed and approved. Commissioning now in progress and training sessions are scheduled and being offered across the organisation. A new HR Surgery calendar has been developed that will offer drop in sessions on HR related matters for all managers to access.	Complete and ongoing
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.	Review completed and new process identified, to focus on the quality of conversations occurring throughout the year and in particular at 3 milestone stages referring to progress against individual objectives. Delays in procuring a new learning management and appraisals system, as a result of the ongoing Best for Business project timeline changes have resulted in a change to the approach for 2019/20. The conversation based process has been launched through Council-wide communications and support workshops and will be embedded over 2019/20 with the new recording system going live in 2020/21. The inclusion of 360 feedback will start with a pilot group to ensure the chosen process is fit for purpose to be offered for all staff in 2020/21	Amended Schedule due to B4B
6. The restructuring procedure is currently under review and this should take cognizance of the impact of change on the workforce.	The restructuring procedure is being reviewed under the Leaving the Council and Organisational Change procedure. Shared with the unions, senior officers and legal team and further discussions to take place in Q1 2019/20.	On Schedule

Appendix 2 - Progress Update Recommendations from the Local Government Association Report

LGA Recommendation	Update	Status
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.	Helpline went live on 6th August 2018. Results from the pulse survey carried out in October 2018 suggest awareness of the helpline is high with 82% of employees that completed the survey confirming that they are aware of the helpline.	Complete
8. A through analysis of stress related sickness and bullying related disciplinary / grievance cases with new targets set to bring levels down over time.	Analysis has been undertaken and monthly performance data is made available to managers. HR are providing support to achieve targets.	Complete and ongoing
9. There should be a concerted effort to build upon the established employee recognition programme.	The current programme has been aligned to the Vision, Behaviours and Employee Deal and renamed Making a Difference for a Brighter Future Together. Numbers of Made my Day instant recognition have significantly increased following the implementation of the What's the Conversation sessions and engagement in the monthly and annual recognition schemes is strong.	Complete and ongoing
10 . Policies should be effective fair and commonly understood. Recommend that particular attention is given to the recruitment process.	A new recruitment system has replaced Taleo and will interface with Business World. Feedback has been sought from recruiting managers across the organisation to understand how the recruitment process can be improved. This has informed the development of a recruitment toolkit that includes a revised policy and procedure, new Managers Guidance, a new template for job descriptions, behavioural based questioning for use in the selection process and an interview scoring matrix. New training will also be offered to recruiting managers in using the toolkit.	Complete and ongoing
11 . Creation of a "People Panel" where staff could mix, network and share stories on a range of issues.	The Brighter Future Community is made up of the Brighter Future Together Team, 38 staff from across the organisation, and 115 Brighter Future Champions who meet on a monthly basis. A Brighter Future Community Development Day took place on 18 th October to celebrate success and provide an opportunity for further networking. A Friday update email has been introduced. Representatives from the community have an open invitation to attend the monthly Steering Group.	Complete and ongoing
12 Consideration should be given to appointing an Elected Member Champion to provide a conduit between the workforce and politicians.	A Members' Forum has been created and meets on a monthly basis. The Members' Forum role as Champions is included and agreed within the in the terms of reference. The Member behaviours were launched on 26 th July 2018 and "A conversation with members" training took place through November and December 2018 to support the embedding of the behaviours.	Complete and ongoing

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APPENDIX 3 Brighter Future Together (Culture) Programme Update on 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.	A new recruitment system has replaced Taleo and will interface with Business World. Feedback has been sought from recruiting managers across the organisation to understand how the recruitment process can be improved. This has informed the development of a recruitment toolkit that includes a revised policy and procedure, new Managers' Guidance, a new template for job descriptions, behavioural based questioning for use in the selection process and an interview scoring matrix. New training will also be offered to recruiting managers in using the toolkit.
Induction Programme	An Induction Programme that is aligned to the Vision for workplace culture, FIRST Values and Behaviours complemented by a detailed toolkit, appropriate training interventions and tracking methods.	An adapted 'What's the Conversation' session has been added to the Corporate Induction programme and received very positive feedback. Background work has been completed on e-learning induction portal for which full implementation is dependent on interfacing with Business World.

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APPENDIX 3 Brighter Future Together (Culture) Programme Update on Enabling Projects

Project	Project Outline	Progress Update
		Procedure and associated documents expected in April 2019.
HR Processes and Procedures	Review and update HR Policies, Procedures and Processes.	Significant progress has been made and a number of updated policies have been agreed including Disciplinary and Grievance. The restructuring procedure is being reviewed under the Leaving the Council and Organisational Change procedure. Implementation expected at the end of March 2019. A detailed update on the policy work is included in the HR update report.
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.	Review completed and new process identified, to focus on the quality of conversations occurring throughout the year and in particular at 3 milestone stages referring to progress against individual objectives. Delays in procuring a new learning management and appraisals system, as a result of the ongoing Best for Business project timeline changes have resulted in a change to the approach for 2019/20. The conversation based process will be launched and embedded over the financial year with the recording system going live in 2020/21. The inclusion of 360 feedback will start

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APPENDIX 3 Brighter Future Together (Culture) Programme Update on Enabling Projects

Project	Project Outline	Progress Update
		with a pilot group to ensure the chosen process is fit for purpose to be offered for all staff in 2020/21
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 & Management Development Training Programme.	<p>The management skills audit was conducted during July 2018. In total, 475 responses were received. This represents a significantly high response rate of 78% response rate (610 surveys were sent out in total). Results of the audit have informed the "Having the Conversation" training that has been created which will focus on embedding the Vision, Behaviours and Deal. 'Having the Conversation' sessions have been running since October 2018, with 478 managers across the organisation now having attended the one day session. Feedback from managers has been excellent and plans are in place for this to be offered to all new managers joining the Council.</p> <p>Management Development Programme designed and approved. Commissioning now in progress and training sessions are scheduled and being offered across the organisation. A new HR Surgery calendar has been</p>

APPENDIX 3 Brighter Future Together (Culture) Programme Update on Enabling Projects

Project	Project Outline	Progress Update
		developed that will offer drop in sessions on HR related matters for all managers to access.
Coaching Programme	A programme of work that develops the skills of managers and champions in various roles to develop targeted coaching skills.	The existing coaching programme has been aligned to the vision, values, behaviours and employee deal. Coaching toolkits are being developed to complement the My Conversation Toolkits.
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.	A dedicated helpline to provide support to those employees experiencing inappropriate behaviour went live 6 th August 2018. The helpline is called Stop Bullying Behaviour and is provided by Workplace Wellness.
Pay and Reward	Review and align pay and benefits policy and procedure.	Product description work package completed. A review is currently being undertaken of Reward Centre Suppliers.

Brighter Future Together Programme (Culture) Embedding Plan

Purpose

This document outlines the activities required to ensure that the work completed as part of the Brighter Future Together (Culture) programme is embedded into business as usual activity.

The culture programme focused on how it should feel to work in Cheshire East Council and what can be expected from the council and what is expected from an individual. This is outlined in our commitments within the employee deal and demonstrated through our behaviours. The vision for workplace culture is aligned to and supports the vision for the council and its measure of success.

The aspirational objectives for the programme are set out below and these will become the main ethos for how we deliver the council objectives. Although the initial timelines for the project was set for 12 months, the work around embedding culture change is constant and ongoing.

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

The outcomes outlined above will inform and influence the outcomes of the wider transformation programme in relation to the medium term financial strategy, ongoing service re-design and restructuring and 'the deal' for our residents. These will develop and evolve over the transformation programme timeline.

Vision

This Programme sits within the broader Brighter Future: Transforming our Council Together programme and can be seen as one of the key elements that underpins the whole transformation. It will be one of the main factors that will enable the council's vision of "working for a brighter future together" to be achieved.

Aims for the embedding plan

- People feel that they are proud to work for CEC
 - Cheshire East is an employer of choice
 - Decrease in number of grievances related to bullying
 - A new set of behaviours by July 2018
 - Revised/New PDR process and system by April 2019
 - Staff are supported to demonstrate the Council behaviours and vision through access to leadership and management development.
 - All new staff are recruited against the Council's behaviours.
 - Increase in the number of external applicants for roles
 - Fewer days taken for sickness
 - Increase in retention rates, evidenced by a decrease in turn over, supported by a talent management system and PDR process

Objectives for the embedding plan

- Continue to put our values, behaviours and the employee deal at the centre of how we work together to deliver our workplace vision
- Ensure that the enabling projects are linked to the overarching programme so that our improvement journey is seen as a coherent whole
- Complete all enabling projects and promote new processes, products and performance within the organisation
- Celebrate the successes of the programme and our continued cultural focus
- Continue to measure performance against cultural measures and proxy measures to inform an ongoing assessment of cultural 'temperature'
- Continue to promote effective feedback mechanisms and demonstrate how feedback was influenced and informed decision making

Key messages (to be selected and customised to particular audiences)

- Just because the programme has closed and Sticky Change are no longer working with us, it doesn't mean that we are no longer focused on workplace culture.
- We are still working to make sure that our staff are well led, valued, have a shared purpose and succeed together.
- We are working for a brighter future together.

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- We are very grateful for the work done so far by everyone, including our Brighter Future Community, and will continue to value this work in future.
- Our values, behaviours and the employee deal will shape the way we work together.
- The enabling projects are putting in place tangible improvements to the way we operate
- The culture programme is now part of the organisation wide improvement programme 'Transforming our Council Together'
- Our values, behaviours and employee deal will shape how we develop and implement 'Transforming our Council Together'
- If you see something that concerns you, call it out
- If you have an idea for improvement, share it
- Be open to challenge and new ways of thinking and working – live the values
- Bullying is always unacceptable. But, while concerns about a bullying culture have circulated around this programme, the programme and workplace vision has always been about so much more.

Key Stakeholders

- Employees
- Agency staff and consultants
- Non-e-enabled staff and agency workers
- Staff who are not in work for any part of the programme (sick, maternity leave, suspended etc)
- Members
- Cabinet
- Group leaders
- Staffing committee
- Corporate Leadership team
- Wider Leadership Team (WLT)
- Wider Leadership Community (WLC)
- Supervisors and managers
- Peer organisations
- Partners
- Contractors / suppliers
- Trade unions
- Residents
- Service Users
- Local Media
- National Media

Strategies

Work stream	Actions for embedding	Due date
Communications	<p>Develop an internal communications and employee engagement strategy that sets out the principles under which all internal engagement will be undertaken and a comprehensive programme of work for 2019/20.</p> <p>The strategy and plan will bring together activities that are specifically focussed on promotion of and engagement around the values, behaviours, employee deal and toolkits. It will also set out how all engagement around the enabling projects, transformation programme and other internal activities (including staff survey) will be linked to, will support and will embed our workplace vision.</p> <p>Further work will also be undertaken to promote the benefits and achievements of the programme externally. For example, the work will continue to be scrutinised and we must be ready with position statements to set out the costs, benefits and achievements of the work.</p> <p>Equally, we have a powerful story to tell to peers regarding our journey and we can showcase this work through awards entries and contributions to industry journals, conferences, seminars, round tables etc.</p>	Internal communications and employee engagement strategy agreed and in place by 30/04/19
The Employee Deal	Raise awareness and understanding through the My Conversations	Share My Conversation Toolkits April 2019
	Link into business as usual activity via Team Planning, WLT and WLC events	WLT / WLC and CEC Manager Conference Events planned and content outlined for 2019
	Link into business as usual communication in support of describing the climate that the Council wants to create.	Immediate and ongoing
	Communicate the results of the Brighter Future Pulse survey and take appropriate actions	April 2019

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	Schedule regular pulse surveys to continue to test how it feels to work in Cheshire East Council	May 2019
HR Policies and procedures	Communicate to the workforce Provide Training for Managers where appropriate.	April 2019 and ongoing as policies agreed with TU
	Ensure HR Delivery colleagues understand and apply the policies.	April 2019 via joint workshops
Pay and rewards	To ensure tone and culture is considered in business as usual activity	Ongoing
Coaching programme	Develop the coaching skills of managers for specific conversations	April 2019 and ongoing as per the plan
	Develop, implement and launch a Coaching Toolkit	April 2019 and ongoing as per the plan
Recognition	Review the Making a Difference monthly scheme to reflect the 2018 Making a Difference for a Brighter Future Awards	Completed and re-launched March 2019
	Ensure that the values, behaviours and employee deal form part of the revised scheme	Complete
	Review the number of Made my Day sent each month	Ongoing
Staff surveys	Develop a programme of pulse surveys following the full staff survey in July	October 2019
Wellbeing	Continue to promote the Stop Bullying Behaviour helpline	Ongoing
	Encourage well-being discussions through My Conversations	April 2019 and ongoing
	Highlight the links to the values, behaviours and employee deal within the regular Well-being Newsletter	June 2019
	Implement aligned Exit Interview process with introduction of BW	June 2019 (subject to BW implementation)
Appraisal and 360	Release of toolkit across the organisation	April 2019
	Communicate procedure for 2019/20	Complete April 2019 with ongoing communications to support
	Include in HR Surgery sessions	April 2019

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	Prepare implementation for LMS recording system and 360 approach for 2020/21 launch	June 2019
Induction	Collect feedback from a What's the Conversation session as part of the Corporate induction event	Complete
	Upload modules and handbook to e-learning platform	April 2019
	Add materials (handbook and checklist) to CEntranet	April 2019
	Communicate new materials across organisation	April 2019
	Prepare implementation plan for 2020/21 launch of new LMS to add interactive features	July 2019
Skills audit and professional development	Ongoing delivery of leadership and management development programme	In place & ongoing
	Provision of Having the Conversation overview for new managers to the Council.	In place & ongoing
	Ongoing provision of a HR Surgery calendar to provide managers with support in managing their staff	In place & ongoing
Recruitment	Roll out of recruitment toolkit to managers including revised JD template.	April 2019
	Delivery of training on behavioural based recruitment and selection	June 2019
	Further update of Council's recruitment web pages to position as an employer of choice.	June 2019
	Introduction of a web based behavioural selection quiz within the recruitment process.	Sept 2019
Member development and standards	To continue with the Member Forum with the new Council as agreed at the meeting 6 th March with the objective of continuing to work closely with the Brighter Future Community to gain greater understanding of respective roles and aid closer working relationships.	May 2019
	Review and revise Terms of Reference of the Member Forum to reflect the formal role of embedding member behaviour	May 2019

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	Design and deliver a training module for new members incorporating the vision for workplace culture, values and member behaviours.	April & May 2019
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Brighter Future Community

The Brighter Future Community will continue to meet on a monthly basis in order to share their feedback relating to embedding the culture work and offer key insights to new initiatives being in relation to the ongoing culture work. The Brighter Future Community are keen to continue to develop relationships with the Member Forum in order to promote better understanding of the officer / member role and to foster better working relationships.

Measures

Benefits of the culture programme will continue to be measured via the Brighter Future Together (Culture) Scorecard, employee surveys and feedback from the Brighter Future Community.

Review

The embedding plan will be incorporated into business as usual activity and will be reviewed as part of the monthly Culture Steering Group.

The exception to this will be subject to any key dependencies identified as part of the Brighter Future- Transforming Our Council Together.

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CHESHIRE EAST COUNCIL

APPENDIX 5 – Top 3 Risks

Risk	Risk Type	Cause	Impact	Measure
Impact of the Best 4 Business Programme	Threat	Delayed timescales and lack of control in changing some of the design of key process and procedure.	<p>Delay to achieving key milestones in the Induction, Appraisal & 360, and Wellbeing enabling projects.</p> <p>Restricted in developing new recruitment process and procedure that is outside of the system capability</p>	<p>Develop and implement a revised appraisal system as interim solution.</p> <p>Develop a manual system for tracking training and skills.</p> <p>Continue with the current Exit Interview process and develop manual methods of capturing compliance in the interim.</p>
PR & Comms – Positive Publicity	Opportunity	Positive publicity for the council around the benefits of the programme and the wider transformation programme.	Enhanced reputation for the council	Ensure that good publicity is shared with the wider community.
Stakeholder and key influencer activity negatively impacts on the programme.	Threat	Stakeholder and key influencers engage in social media or other media activity and make negative comments about the programme.	Damage to staff morale, damage to the levels of engagement with staff and members which has a negative impact on the programme's progress.	<p>Engage with those stakeholders and key influencers to ascertain if they appreciate the impact of the activity.</p> <p>Attempt to mitigate by defending the programme in the public domain (while being mindful of issues surrounding political engagement versus debate)</p>

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Appendix 6: Brighter Future Together (Culture) Programme

Update on outstanding actions from Staffing Committee Assurance Role

	Action	Update
1.	<p>Develop, in conjunction with the Deputy Leader, a formal method for Members and Officers to appreciate and understand their respective roles/responsibilities, including working relationships.</p> <p><i>Note: to be built on the recent successful start made on this key subject, as informed by recent Member/Officer feedback and experience.</i></p>	<p>It was agreed at the Member Forum held on 6th March 2019 that the Forum would continue following the elections in May 2019. It was agreed that the Terms of Reference would be reviewed at this time to ensure that they reflect the formal role of the Member Forum to continue to support the embedding of member behaviours and in fostering and maintaining good relationships with officers and the Brighter Future Community. Thus enhancing the understanding of the respective roles and responsibilities of members and officers to support working together as one team and one council to deliver the service for our customers.</p> <p><i>This is referenced in paragraph 6.5.3 in the Brighter Future Together (Culture) report.</i></p> <p>This action is also included in the embedding plan for the programme.</p>
2.	<p>Compile a detailed article for the February edition of the All-Member Briefing, informed by today's slide presentation and acknowledging the assurance role of Staffing Committee.</p>	Completed
3.	<p>Ensure that Members' Values and Behaviours are fully incorporated and embedded into:</p> <ul style="list-style-type: none"> a. the New Members' Induction Event, post May elections; b. appropriate, ongoing Members' training events/modules. 	<p>An updated induction programme for new members has been designed by the Member Technology & Development Forum. The programme will include a dedicated session on the Council's workplace culture detailing the vision, values and member behaviours along with explaining the respective roles and responsibilities of members and officers.</p> <p><i>This is referenced in paragraph 6.5.2 in the Brighter Future Together (Culture) report.</i></p> <p>Member behaviours will also be incorporated into all other Member Training events / modules as appropriate to ensure that they are fully embedded across the Council</p>

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Working for a brighter future together

Staffing Committee

Date of Meeting: 25 April 2019

Report Title: Wellbeing in Work Strategy 2018-19

Senior Officer: Sara Barker, Head of 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 along with 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 to update on the strategy and programme of work for 2018/19. The Wellbeing in Work Strategy supports the Council's employee deal and 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.

3. Reasons for Recommendation

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

4. Background

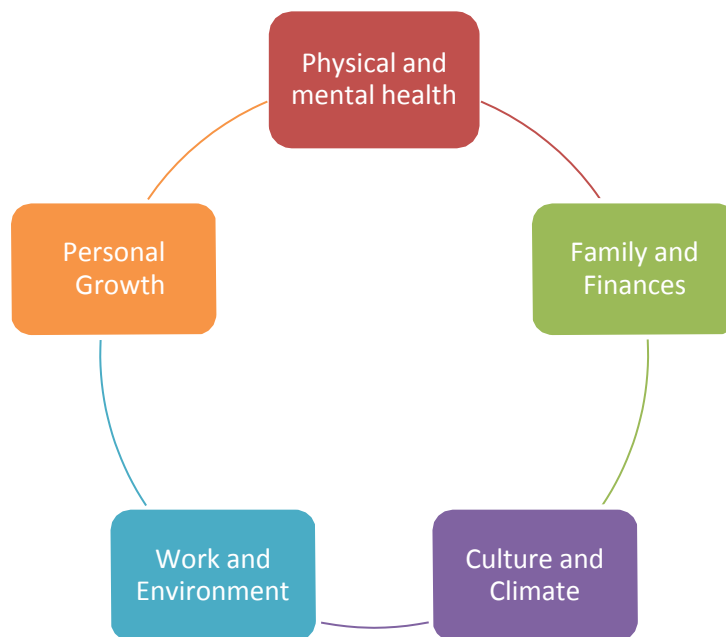
- 4.1 The Council introduced the Wellbeing in Work programme in the autumn of 2017. The key drivers for the programme are:
 - To build individual, team and organisational resilience
 - To prevent and reduce levels of absence
 - To help improve productivity and performance
 - To improve levels of employee engagement and alignment

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- To support the ongoing development of a positive organisational culture as outlined in the Council's Vision for Workplace Culture and the Council's Employee Deal.
- 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 below:

Wellbeing in Work framework:



- 4.3 As outlined in the Council's Employee Deal 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 work and embedding a positive, caring culture.
- 4.4 The Council has a range of policies, practices and initiatives which provide a strong foundation for the wellbeing in work framework and programme to

further improve, connect and sustain wellbeing within the workplace. To support this, engagement opportunities are in place for staff including a monthly Wellbeing in Work Newsletter, Staff Forum broken into three geographically based groups and the opportunity to become a Time to Change Ambassador helping to break the stigma of Mental Health.

5. Briefing – progress against the objectives and programme 2018/19

- 5.1 The Council has developed a clear vision for the workplace culture that was launched 23rd 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 is further endorsed through the supporting behavioural framework and the commitments outlined within the 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 leadership styles and standards. The Council's Wellbeing in Work framework provides the focus for five interconnected objectives and a supporting programme of initiatives, progress is summarised in **Appendix 1**. Overall the programme is progressing well, with the Wellbeing in Work Week that took place from 11th to 15th March proving to be a particular highlight; it was well attended and positively received by staff from across the Council.
- 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 Council's promise of "Working for a Brighter Future - Together" and vision for our workplace culture.
- 5.4 The success of the programme is being measured through the Wellbeing in Work Dashboard included Appendix 2.

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

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resourced collaboratively from existing HR service budgets and agreed allocation of staff time. There is no specific wellbeing budget.

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 / Cared for Children

- 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

6.9 Ward Members Affected

- 6.9.1 No specific wards affected.

6.10 Access to information

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

6.11 Contact Information

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

Name: Emma Morris

Designation: Interim Organisational Development Manager

Email: Emma.morris@cheshireeast.gov.uk

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Appendix 1 – Progress Update Wellbeing in Work Initiatives

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	Progress Update
1.1 Time to Change Pledge - the Council signed the Time to Change Pledge in October 2018, providing an umbrella framework for actions and interventions designed to support the mental health and wellbeing of all staff. Signing the pledge signals the Council's commitment to change perceptions of mental health and can provide reassurance to staff facing difficulties that they will be supported.	E&D Group	Ongoing	<p>The Time to Change Steering Group continues to meet on a regular basis leading the work to reduce the stigma of mental health and encouraging a more open and honest approach to mental health and support for people with mental health issues.</p> <p>Tea and talk sessions have been held over the winter to raise awareness and Team Voice has featured information about Time to Change.</p> <p>The Time to Change Ambassadors Programme was launched on Time to Talk Day (7th February 2019) and 19 staff have signed up to become Ambassadors.</p> <p>In house training for Ambassadors will commence in April 2019, following train the trainer training in March. Work will then begin with the group to outline how they will work together and support each other in helping to reduce the stigma of mental health.</p> <p>The work is closely aligned to Mental Health First Aiders and the Brighter Future programme.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

<p>1.2 Active Workplace Pledge – the Council signed the Active Workplace pledge in October 2018 and are working with Active Cheshire 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. Supporting our commitment in the Employee Deal to value our people and care for their health and wellbeing.</p>	OD	Ongoing	<p>As part of the Council’s Wellbeing Week held from 11th to 15th March 2019, staff were encouraged to complete the ‘Bring Sally Up’ challenge to promote movement however small each day.</p> <p>At events held throughout the week staff could take up a number of activities to encourage increased movement. Boxes were available for smaller offices that included simple exercises to do at your desk and fun activities.</p> <p>In the recent Wellbeing Newsletter staff were also encouraged to share their stories of getting more active, with the example of some members of the HR team undertaking the Cancer Research UK ‘Walk all over Cancer Challenge’.</p> <p>Planning is underway for the second Cheshire East Team Challenge Cup which is due to take place in June 2019.</p>
<p>1.3 Mental Health First Aiders - linked to the Time to Change Pledge, promotion of the Mental Health First Aiders within the organisation as a point of contact for those wishing to seek help, support and guidance.</p>	E&D Group	Ongoing	<p>56 Mental Health First Aiders have been trained to date. All those trained are invited to join a forum where they can share experiences and resources, supporting each other where they can. They also provide feedback to the Equality, Diversity and Inclusion Board around improvements that can be made.</p> <p>Research is underway on key transition points that may occur in personal or professional lives and may cause difficulty, and how work-based interventions could</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

			support staff in these situations. Information will be shared with the Equality and Diversity Group.
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Appendix 1 – Progress Update Wellbeing in Work Initiatives

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	Progress Update
2.1 Work-life balance policy – Update and promote 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 Strategy	30/06/19	A new policy is currently being developed. It will merge current policies and procedures into one policy document incorporating: “Work life Balance Policy”, “Flexible and Mobile Working Policy”, “The right to apply to work flexibly Policy” and “The right to apply to work flexibly Procedure.” The new policy will be called “Work life Balance and Flexible and Mobile Working Policy”
2.2 Carers Strategy – the strategy will evolve over the year building on the learning and work already underway with residents who have caring responsibilities.	Adult Social Care	30/09/19	<p>The voluntary survey that was launched in the summer to understand some of the challenges staff face juggling caring responsibilities with work commitments received 207 responses. The results of the survey will be shared with staff over the next few weeks and colleagues will be looking to develop a plan for how we can better support our working carers.</p> <p>Staff can access information about support available via the CEntranet and eLearning is available on the Learning Lounge. There is also a Carers Hub on Live Well which has information for both adult and young carers.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

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	Ongoing	<p>Promotion continues of the Employee Assistance Programme in Team Voice, Wellbeing in Work Newsletters, Corporate Induction and during wellbeing promotions to highlight the support available both online and over the phone.</p> <p>A review is currently being undertaken of alternative Reward Centre suppliers and staff will be updated in due course.</p>
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	30/06/19	As part of the Web Teams work on the new CEntranet site the social message boards will be moved over and re-launched over the coming months.
2.5 Cheshire Neighbours Credit Union - further promotion of the Cheshire Neighbours Credit Union and financial services available and similar offers available to staff.	OD	Ongoing	<p>Promotion of the Cheshire Neighbours Credit Union was shared during Wellbeing Week at the beginning of March.</p> <p>Promotion will continue periodically and will also be included in Corporate Induction.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

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	Progress Update
3.1 Stop Bullying Behaviour (SBB) helpline – a dedicated confidential helpline for staff to raise concerns regarding inappropriate behaviour.	OD	Ongoing	The SBB continues to be promoted. Results from the pulse survey carried out in October 2018 suggest awareness of the helpline is high with 82% of employees that completed the survey confirming that they are aware of the helpline. Information on the number of calls received can be found in the dashboard.
3.2 Coaching for Wellbeing – further promotion of the coaching for wellbeing and resilience offering. In addition continued promotion of the use of a coaching management style.	OD	30/04/2019	Coaching Toolkits are currently under development. The My Conversation Toolkits are currently being piloted and have been written in a coaching style. Coaching for wellbeing and resilience support continues to be offered.
3.3 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	The Absence Management policy has been updated and HR continues to support managers.
3.4 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	30/06/19	The introduction of Business World will include a Dynamic form for exit interviews which will improve the process.

Appendix 1 – Progress Update Wellbeing in Work Initiatives

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	Progress Update
4.1 Wellbeing in Work Staff Forums - continued development of the staff forums, 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	<p>The staff forums continue to meet with the Sandbach forum proving the most proactive. Initiatives are progressing with access to yoga sessions, the wellbeing room in Westfields continues to be promoted and maintained by the forum, access to refreshments for colleagues while hot desking continues to be explored and approval gained for an optional wellbeing out of office message.</p> <p>There is limited participation in Crewe and Macclesfield. Building on the success of the Sandbach forum to help colleagues improve their own environment and wellbeing will be a focus in 2019/20.</p>
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.	OD	Ongoing	<p>Initiatives continue to be shared with the group and actions delivered within their service and at a local level.</p> <p>Most recently a number of the group have been working together on the Time to Change Pledge actions.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

<p>4.3 Wellbeing in Work Newsletter - continue to use the newsletter to promote activities as well as hints, tips and reminders to staff to look after their own wellbeing.</p>	OD	Ongoing	<p>The Wellbeing in Work Newsletter has now been refreshed to highlight the five strands of the strategy.</p> <p>Content continues to highlight the work undertaken across the Council in helping staff to improve their wellbeing, most recently covering Time to Change, Mental Health First Aiders, Brighter Future Together and opportunities to have a conversation with senior managers.</p> <p>Positive feedback has been received following the changes around the style and variety of information included.</p>
<p>4.4 Cheshire East Team Challenge Cup 2019 - linked to the Active Workplace Pledge and to encourage staff to increase their activity even slightly. Colleagues are encouraged to undertake a number of activities over the month to build a sense of community. Supporting the Employee Deal in valuing our people and succeeding together.</p>	OD	30/06/19	<p>Following the success of the first Cheshire East Team Challenge Cup last year it will return in June 2019.</p> <p>This year it will take place earlier in the year following feedback, which will allow us to take advantage of the weather to increase outdoor activities as well as the usual lunch-time walks, daily step challenge and quick brain training games to improve both physical and mental well-being.</p> <p>Again points will be earned by employees for their directorate with a Winners Cup to be presented at the end of the challenge period.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

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	Progress Update
5.1 Employee Volunteering – An amendment to the leave and time off policy has been agreed and will allow staff to volunteer (within the borough) for up to two days per year. There will be the potential to have team development days that includes volunteering to build a sense of team while also learning new skills.	HR Strategy	31/03/2019	<p>The policy has been agreed with CLT, Legal, Trade Unions and Portfolio Holder.</p> <p>A volunteering communications strategy is being developed to ensure that employees are aware of the volunteering opportunities in the borough of Cheshire East.</p>
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, Equality and Diversity Champion, Brighter Future Champion, Time to Change Ambassadors.	WLT	Ongoing	<p>There are currently 115 Brighter Future Champions that continue to support the Council in living the Vision for Workplace Culture, Behaviours and Employee Deal.</p> <p>There are 70 Equality Champions involved in Equality, Diversity and Inclusion initiatives across the Council.</p> <p>The Coaching Pool consists of 20 trained coaches offering support to the whole workforce.</p> <p>19 Time to Change Ambassadors have signed up so far.</p>
5.3 Increase secondment opportunities – promote the use of secondments opportunities to increase staff development opportunities across the council.	HR	Ongoing	<p>HR continue to work with managers to encourage them to use secondment opportunities as an option to fill vacancies supporting the Councils commitment to providing opportunities to learn and develop as outlined in the Employee Deal.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

<p>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.</p>	<p>OD</p>	<p>Ongoing</p>	<p>The strengths based approach used to recruit the Brighter Future Champions will be available as an option within the Recruitment Toolkit due to be released shortly.</p> <p>Strength based development tools continue to be used within teams across the Council</p>
<p>5.5 Wellbeing in Work Week – events held from 11th to 15th March. Activities held in the main buildings covering all areas of the Wellbeing in Work Strategy and activity boxes available for the small offices.</p>	<p>OD/ Workforce Development</p>	<p>15/03/19</p>	<p>To coincide with Nutrition, Hydration and Brain Awareness week, events were held across the 4 main buildings with activities covering all strands of the Wellbeing Strategy.</p> <p>With support from Active Cheshire, Everybody Sport and Leisure, Libraries and Trading Standards. Staff were also invited to undertake a health check, measuring blood pressure, hydration, visceral fat levels etc. Information and advice on a range of health and wellbeing topics were offered, as well as encouraging staff to take a break for their own wellbeing, part of their commitment in the employee deal.</p> <p>The sessions were extremely well attended with over 600 staff taking part and conversations continuing back in the office. Following the success further events will be scheduled for September so staff are able to track their ratings.</p>

Wellbeing in work Dashboard

Measure	2017/18 Baseline Annual	2018 /19 Target Annual	Q1 Apr – Jun	Q2 - Jul – Sept	Q3 - Oct – Dec	Q4 – Partial Jan - Feb
Physical and Mental Health						
Cumulative Financial Year Absence (BVPI 12)	11.18	10	2.39	4.91	7.66	(Jan) 8.62
Rolling 12 month Absence (BVPI 12)	11.18	10	10.85	11.11	11.18	(Jan) 10.33
% Short Term Absence Events due to Stress	2.6%	Reduce	3%	3%	2%	(Jan) 2%
% Long Term Absence Events due to Stress	17%	Reduce	21.5%	20%	17.8%	(Jan) 17.9%
Time to Change Ambassadors	n/a	n/a	n/a	n/a	n/a	19
Family and Finances						
Reward Centre sign up	35%	40%	35%	35%	0 – offline	0 - offline
Tusker (new car take up)	0.7%	1%	0.7%	0.08%	0.27%	0.05%
Childcare Voucher take up	2.8%		2.8%	2.8%	2.7%	2.4%
Cycle to Work Scheme (take up)	0.3%	1%	0.3%	0.3%	0.2%	0.05%
Culture and Climate						
Number of Calls to Stop Bullying Behaviour (SBB) helpline	n/a	n/a	n/a	0	3	2 (up to 31 Jan 2019)
Work and Environment						
Usage of EAP Services	4.9%	5.5%	4.9%	1.9%	2.9%	Awaiting figures
Personal Growth						
Attendance on Wellbeing related Courses						
E Learning	245	250	166	195	389	453
Face to Face	335	350	188	204	304	342

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Staffing Committee

Date of Meeting: 25 April 2019

Report Title: HR Workforce Strategy

Senior Officer: Sara Barker - Head of HR

1. Report Summary

- 1.1 The purpose of this report is to update Staffing Committee on the HR Workforce Strategy (set out in Appendix 1). This document sets out the strategic framework that will be delivered through the People Plan to support the Council in achieving the outcomes set out in the Corporate Plan and to realise the vision for the Council.

2. Recommendation

- 2.1 To note the report.

3. Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with the strategic direction relating to the workforce.

4. Other Options Considered

- 4.1 Not applicable.

5. Background

- 5.1 It is recognised that an updated workforce strategy is required to outline how the Council will ensure that it has the right people, with the right skills, in the right place at the right time and at the right cost. Furthermore the Council needs to ensure that employees feel that they are valued and supported as individuals in order to retain and attract a talented workforce..

6. Briefing Information

- 6.1 The workforce strategy sets out the context and purpose in relation to the realising the vision for workplace culture whilst delivering the strategic outcomes along with highlighting the links to the vision for the Council, the Corporate Plan, transformation plans and other business strategies.
- 6.2 The workforce strategy outlines the Council's challenges for workforce planning that will be addressed through delivery of the People Plan.
- 6.3 The document details the ways in which the Council engages with its workforce and the Brighter Future Community and Trade Unions.

- 6.4 The workforce strategy document details the strategic measures of success and provides information relating to the workforce demographic.

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 There are no financial implications directly associated with the workforce strategy.

8.3 Human Resources Implications

- 8.3.1 The workforce strategy will provide the strategic framework for the HR Service to deliver the People Plan.

8.4 Risk Management Implications

- 8.4.1 No key risks have been identified.

8.5 Dependencies

- 8.5.1 No dependencies have been identified that are directly attributed to the workforce strategy.

8.6 Rural Communities Implications

- 8.6.1 There are no direct implications for rural communities.

8.7 Implications for Children & Young People / Cared for Children

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

8.8 Public Health Implications

- 8.8.1 There are no direct implications for public health.

9 Ward Members Affected

- 9.1 No specific wards affected.

10. Access to Information

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

11. Contact Information

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

Name: Emma Morris
Designation: Interim Organisational Development Manager
Email: emma.morris@cheshireeast.gov.uk

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Human Resources Workforce Strategy 2019 - 2021

Working for a
brighter future
together



Contents

- **Vision**
- **Purpose**
- **Brighter Future - Working Together to Transform Our Council**
- **How the Workforce Strategy links to other Strategies within the Council**
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Appendices

- **Vision for Workplace Culture**
- **Behaviours for Everyone**
- **Behaviours for People Managers**
- **Behaviours for Members**
- **Our Employee Deal**

Our Vision

Working for a bright future - together

Cheshire East Council 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 communities, neighbouring councils 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

What our values are and what they mean

Flexibility: Be flexible by adapting quickly to changing circumstances and learning together from our experiences.

Innovation: Be innovative and creative in your thinking and the way you approach your work. Challenge the way we do things if you think there's a better way to do it.

Responsibility: Taking personal responsibility for your work. Deliver what you promise. Don't waste resources, whether this is our staff, funding, processes, information or technology.

Service: Deliver a world-class service by listening to our residents, staff and businesses and understand what they need, and responding appropriately.

Teamwork: Use effective teamwork by respecting and working well with others to achieve the best outcomes for residents, staff and communities.

The council is rapidly changing and delivering more than ever before and our values reflect what we collectively believe will stand us in good stead in the years to come.

Our Corporate Plan

Cheshire East have 6 strategic outcomes that are detailed in our Corporate Plan.

The priorities for each directorate support the delivery of the outcomes and are cascaded into Service Plans and through to individual objectives.

This ensure that every employee is working towards delivering the vision for the Council.



Vision for Workplace Culture

Cheshire East Council Working for a Brighter Future Together

- **We have a shared purpose**
- **We are supported and well led**
- **We are treated fairly and highly valued**
- **We succeed together**

Our vision for workplace culture was co-created with our employees and details the environment and climate that we want to create to support our employees to deliver exceptional services.

Purpose

Having the right people, with the right skills, in the right place at the right time and at the right cost is critical to us achieving the outcomes set out in our Corporate Plan and for us to realise our vision for the Council. Furthermore we need to ensure that employees want to work for us, feel that they are valued and supported as individuals in order to retain and attract a talented workforce. Our workforce strategy sets out the framework that will enable our people to support the transformation of our Council.

At Cheshire East Council we have created a vision for our workplace culture which is aligned to our vision for the Council **Working for a Brighter Future – Together**; focused on having a shared purpose, being supported and well led, being treated fairly and highly valued in order to succeed together. We demonstrate this through our behaviours that are linked to our core values and underpinned by our employee deal.

The Council recognises that to deliver our outcomes we will need to engage effectively with our employees to inspire and encourage them to generate ideas and participate in improving how we deliver our services. We also need to continue to respond proactively to the feedback we get through our employee engagement activity and events.

This strategy sets out the key priorities to realise our vision for workplace culture that supports high performance and enables a flexible, innovative, skilled and diverse workforce to deliver in a safe and positive working environment. It is a framework that will support us creating the right climate for our employees to enable them to do their best work every day, working together as one team and one council to deliver the best service for our customers and communities.

Our employees need to clearly understand what we need them to do. We have a joint commitment within our employee deal to get involved, keep informed and share ideas. As an employer we need to understand the views and concerns of our workforce and more importantly how they can shape and contribute to us achieving our outcomes.

High levels of employment with a skilled and motivated workforce will place reduced demand on public services, freeing up more resources to focus on delivering more growth and prosperity and also ensure that the most vulnerable continue to be supported by the Community, the Council and its partners.

This document provides a strategic overview for the HR service and sets out the context that has informed the objectives and deliverables included in our Workforce Action Plan.

Brighter Future – Working Together to Transform Our Council

At Cheshire East we are focused on working to transform our Council to ensure that we have a Brighter Future for everyone by 2024.

The programme to transform our Council is informed by our Council Vision, the 6 outcomes outlined in our Corporate Plan and the strategies set out for our Place Directorate and People Directorate.

There are **five key strategic objectives** associated with transforming the Council:

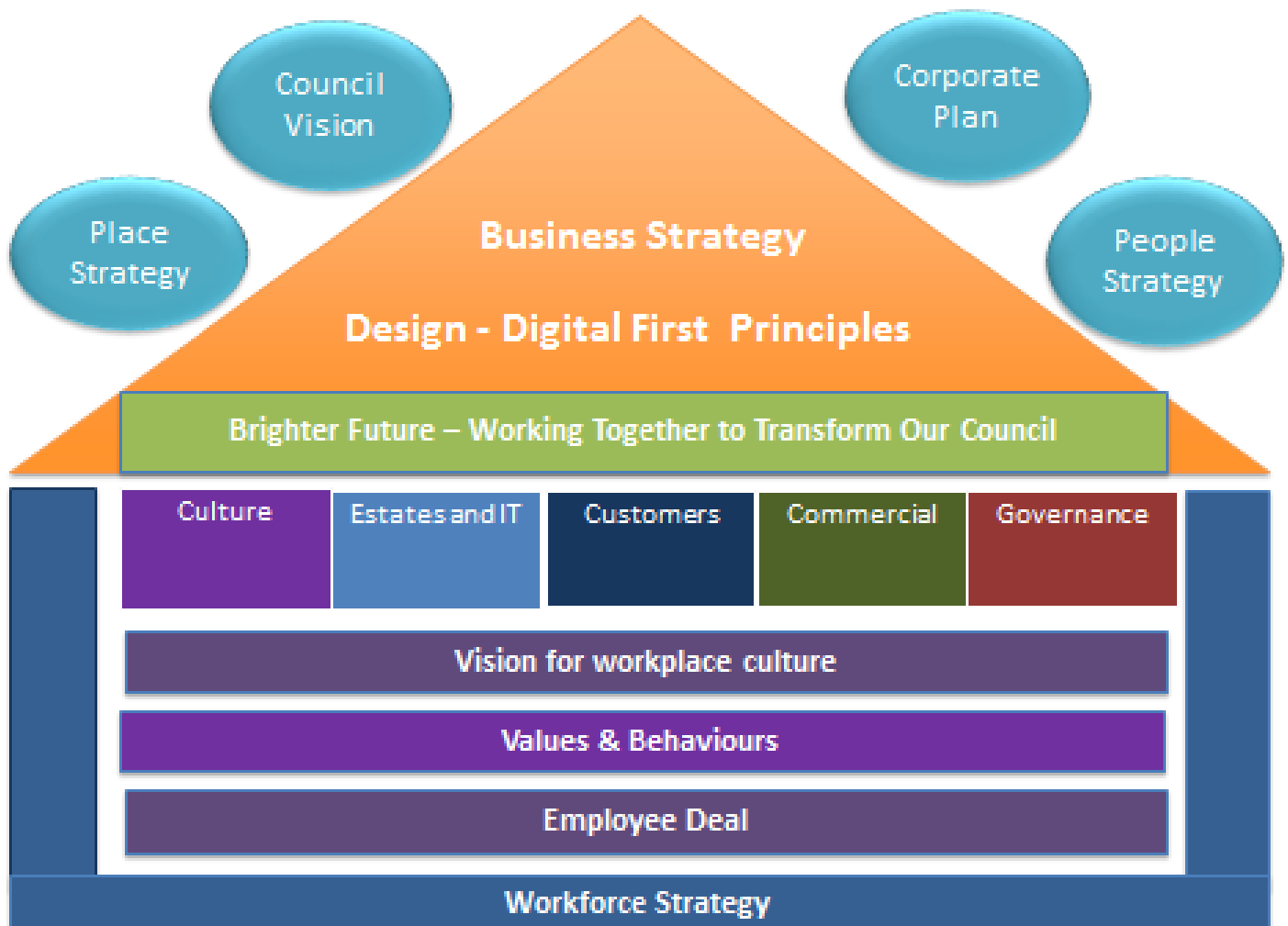


These objectives will be delivered through five work streams:

- Culture
- Estates & IT
- Customers
- Commercial
- Governance

Each work stream will work on designing solutions with a digital first principle. The benefits of this approach will result in improved customer perceptions and value and ensure that Cheshire East Council is known as a forward thinking Council and employer of choice. Our workforce strategy sets out the framework that will enable our people to support the transformation of our Council.

How the Workforce Strategy links to other strategies within the Council



Our workforce strategy underpins our vision for the Council, our Corporate Plan, business strategies and transformation plan. Having the right people, with the right skills, in the right place and at the right time will support and enable us to have a skilled, flexible, engaged

workforce of high performing professional teams. Delivering the right services effectively and efficiently contributing to a sustainable, modern Council.

What informs our Workforce Strategy?



Workforce Strategy

Right People, Right Skills, Right Place, Right Time

Working for a **brighter future** together

WHAT INFORMS OUR WORKFORCE STRATEGY?

CORPORATE PLAN

The Corporate Plan details the 6 strategic outcomes for Cheshire East Council. Our Workforce Strategy has been created to support the delivery of these outcomes

VISION FOR WORKPLACE CULTURE

We have a clear vision for our workplace culture



*We have a shared purpose
We are supported and well led
We are treated and highly valued
We succeed together*

Our workforce strategy is aligned to our vision to ensure that we can create the right climate and culture

WORKFORCE STRATEGY ACTION PLAN

Our Workforce Strategy Action Plan tells us how we will deliver our corporate objectives based on our culture, organisational development and our employee experience

Our workforce strategy sets the framework for the delivery of our plan

EMPLOYEE DEAL

At Cheshire East it is not just about what we do but how we do it. Our Employee Deal outlines what can be expected when working at Cheshire East Council

It clearly states our commitment as a Council and your commitment as an employee

This is how we do things and our workforce strategy supports us in upholding our commitments within the Employee Deal



MEASURING OUR SUCCESS

Our workforce strategy details ways in which we measure our success through performance data and collating information from our staff through opinion surveys and pulse tests to check the temperature



OUR WORKFORCE DEMOGRAPHIC

Included within our workforce strategy is data about the number and types of employee we have working at Cheshire East.



Our Key Challenges for Workforce Planning

We aim to be an employer of choice, attracting the best of both local and national talent, to help us provide the very best services for local people.

Key workforce priorities are:

- **Keeping our customers and communities at the heart of what we do** – our workforce will need to continue to be customer focused on providing the very best service to our communities.
- **Outcome focused and high performing** – we will be more focused on outcomes and less on processes but continuously reviewing and improving our performance to be the best that we can be.
- **Well led and managed** – those with responsibility for directing and supporting the work of others will need to deploy a wider range of skills underpinned by our employee deal, living our values and demonstrating our behaviours to ensure fairness, equality, diversity and inclusion to ensure that the workforce can address the challenges that the Council faces.
- **Engaged, motivated and resilient** – we will need to ensure that our workforce are fully engaged and motivated to contribute their ideas and views about the best way to deliver the Council's objectives. We will need them to be more resilient to deal with lots of change and fewer resources but remain focused on delivery
- **Professionally skilled and competent** but working across boundaries – we will continue to need highly skilled and competent professionals who operate safe practice and risk awareness but we will need them to work more effectively across internal and external boundaries as the structure and form of public service changes.
- **Flexible, adaptable and innovative** – our workforce will need to be flexible and adaptable to deal with a rapidly changing environment as well as finding innovative ways to organise and deliver services for our communities.
- **Working in a safe, healthy and supportive environment** – which enables the workforce to contribute effectively, reach their potential and maximise attendance.

Headcount analysis and trend

Despite increasing demands on the services we deliver, headcount has reduced over time. We have an ageing workforce with only 10% of our workforce being under the age of 30.

This creates challenges for the Council to find innovative solutions to transform our services to enable our workforce to work smarter. There is a need to create talent pipelines to ensure that we continue to meet customer needs and requirements whilst delivering exemplary service.

This is reflected in the deliverables within our Workforce Strategy Action Plan.

How will our Challenges be addressed?

We will address our challenges through delivery of our Workforce Strategy Action Plan and engage with our workforce by upholding our commitments as outlined in our employee deal and delivering our Well-being in Work Strategy and actions.

Workforce Strategy Action Plan

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.

The Workforce Strategy Action 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 Workforce Strategy Action Plan is to support the delivery of the Council’s objectives and transformation plans. 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;

Our Employee Lifecycle



Attraction:	CEC is a desirable place to work with a good employment deal and a positive culture
Recruitment:	Identify the most talented staff who share our values and behaviours.
Onboarding:	Good quality induction, the right skills and the right behaviours
Development:	Equipping people with the right skills
Retention:	Progression, effective performance development, reward, recognition and well-being.
Leaving:	Effective processes, transfer of skills and knowledge, exit feedback

Embedding the work completed as part of the Brighter Future Together (Culture) programme is incorporated into our Workforce Strategy Action Plan.

Brighter Future Together (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 those 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 communities.

To achieve this, three broad objective areas form the basis of the Workforce Strategy Action Plan, which underpins the Brighter Future Together (Culture) Programme and contributes directly through a programme of culture change;

- **Our culture – establishing and enabling our workplace vision**
- **Our organisational development and delivery**
- **Our employee experience**

The Workforce Strategy Action Plan document outlines the priorities within each objective and the measures against which progress and outcomes will be monitored. Achieving the actions set out in the Workforce Strategy Action Plan will support the delivery of our Workforce Strategy.

Learning & Development

To help implement our vision, it is important that we make effective use of our most important resource, our people. There are a number of key priorities in place to ensure that all those working at Cheshire East Council have the right skills and are also supported to identify and develop new skills.

PDR & Talent Management Process

To provide an automated appraisal system that is aligned to the Vision for workplace culture, values and behaviours with the capability to capture training data. Complimented by a detailed toolkit, talent management process and appropriate training interventions.

Training and Development Programme

To offer corporate and service specific training programmes that allow staff to acquire new skills as well as enhance their existing skills. Training and development is offered through a wide variety of delivery methods.

Leadership and Management Development Programme

As part of the Council's vision, the importance of ensuring managers across the Council have the right skills and behaviours to motivate, manage and support their teams is recognised. In order to support this, a revised management development programme for all managers is in place. This programme will also support managers to uphold our commitments as outlined in the Employee Deal.

Career Progression Pathways

To continue to map out and demonstrate clear career progression opportunities for all service areas across the council.

Apprenticeships

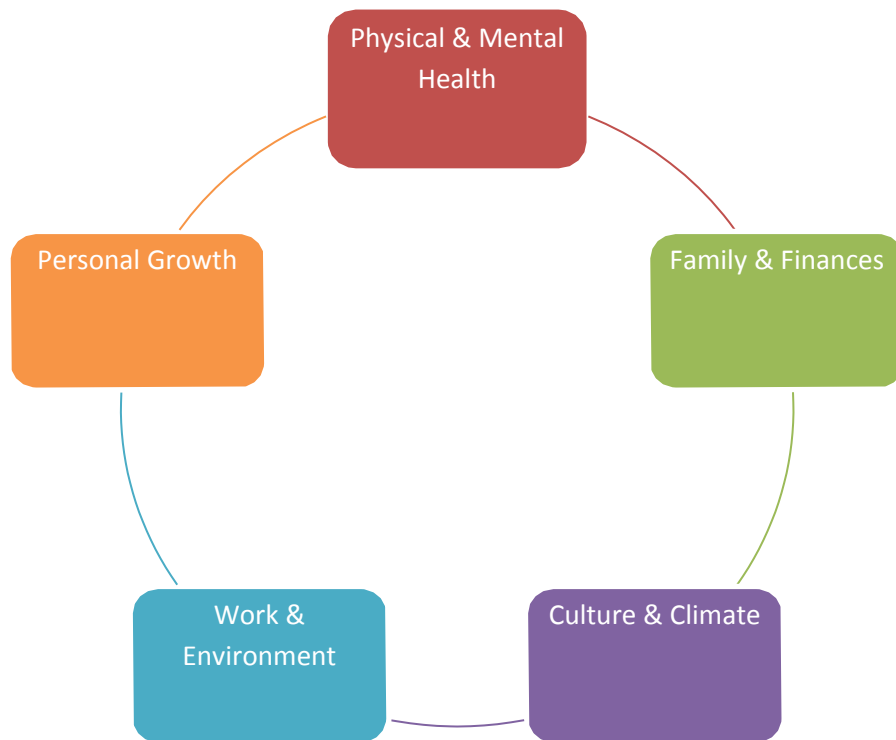
To build on the opportunities presented by the apprenticeship levy to develop and strengthen capacity amongst our workforce, offering career progression pathways and succession planning.

Well-being in Work

The Wellbeing in work strategy and action plan sits alongside the Workforce Strategy and supports the Council in upholding our commitments relating to well-being outlined in the employee deal.

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

Well-being in Work framework:



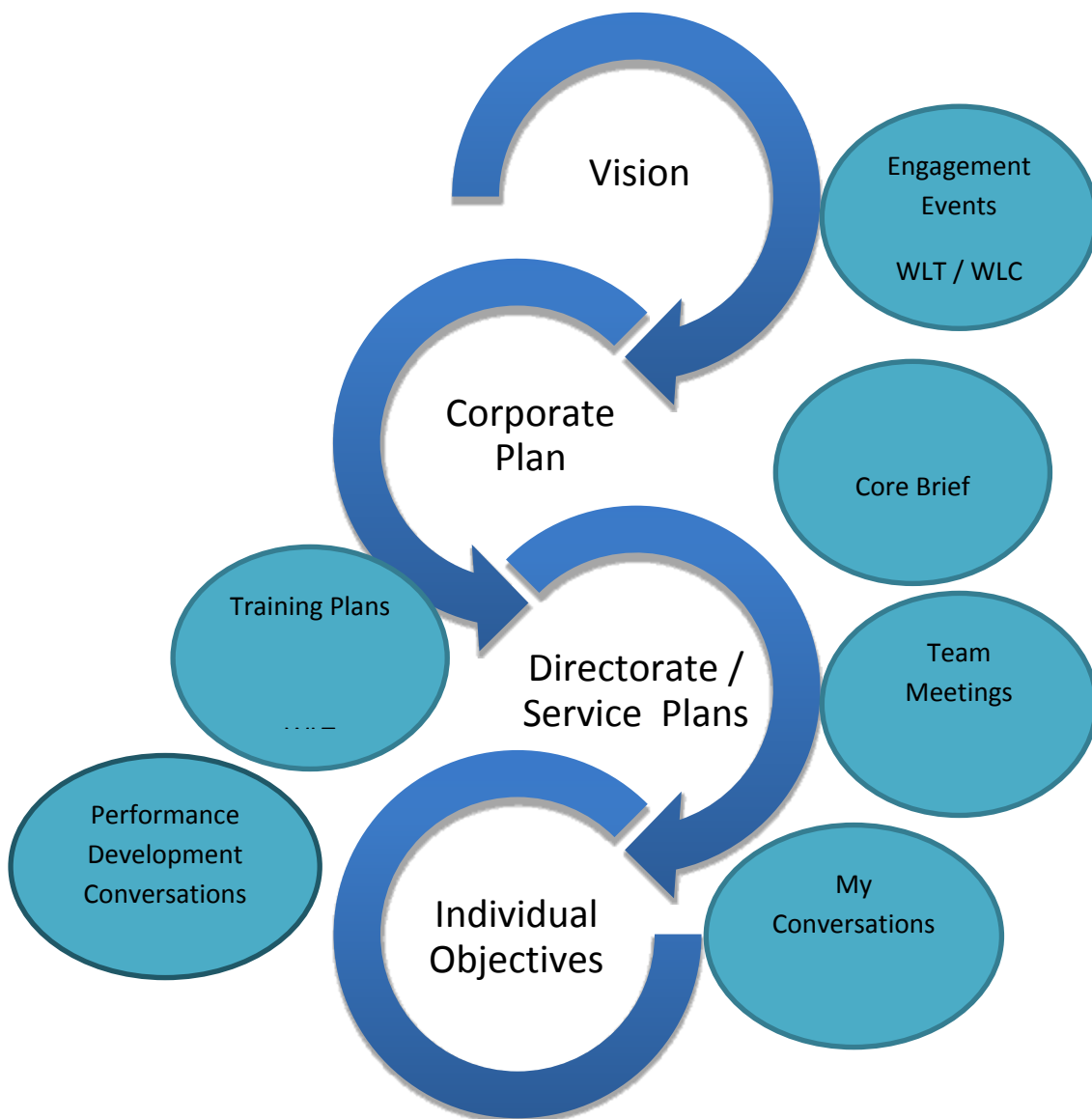
The Well-being in Work programme will support our workforce strategy by

- Building individual, team and organisational resilience
- Helping to prevent and reduce levels of absence
- Helping to improve productivity and performance
- Helping to improve levels of employee engagement and alignment
- Supporting the ongoing development of a positive organisational culture as outlined in the Council's Vision for Workplace Culture and the Council's Employee Deal.
- Supporting the meeting of outcome 6 of the Corporate Plan – a responsible, effective and efficient organisation

How are we taking our staff on this journey?

We engage our workforce by cascading our vision for the Council and our 6 outcomes outlined in our Corporate Plan through to our Directorate and Team Plans and individual objectives.

To support this there are a number of engagement and communication events and opportunities for our workforce to participate in in order to keep informed, and gain a clear understanding of our shared purpose and to ensure that the Council upholds its commitments as outlined within the Employee Deal.



Engagement with our Brighter Future Community

We work collaboratively with our Brighter Future Community, which is made up of 150 staff from across the Council. The role of the Brighter Future Community is to communicate with the workforce at a local level and seek and share feedback with the Council. The Brighter Future Community meet on a monthly basis and have been a key stakeholder in the Brighter Future Together (Culture) programme and this will continue as we embed our vision for workplace culture, values, behaviours and employee deal.

Engagement with this key stakeholder group supports our workforce strategy by helping us to understand the views and concerns of our workforce and more importantly how they can shape and contribute to us achieving our outcomes.

Engagement with Trade Unions

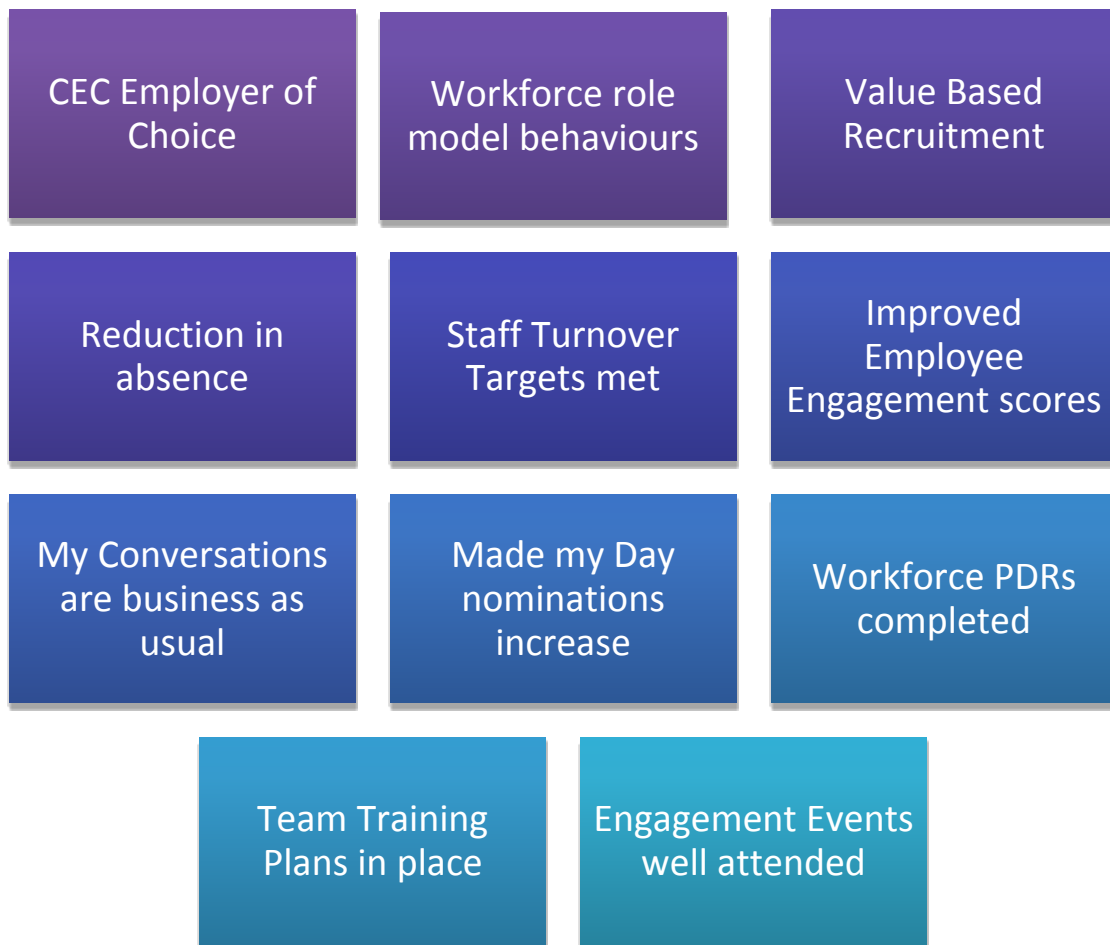
We work collaboratively with our trade unions through a number of regular and established frameworks. We engage with them on a regular basis through:

- Joint Trade Union/Management Meetings. These meeting established in all three directorates;
- Health and Safety Joint Trade Union meetings;
- Consultation meetings in relation to organisational changes within the directorates;
- Policy review meetings;
- Ad hoc consultation processes as and when required.

They are invited as members of the Brighter Futures Together Culture Programme Steering Group.

We encourage the sharing of ideas, views, knowledge and experience to inform our continued development as an organisation. We recognise the value of listening to and considering their positive contributions to the organisation and the delivery of our services. We ensure that they have timely and early involvement so they can contribute to the development and implementation of the Council's initiatives and programmes.

Key Measures of Our Success



The measures will be tracked through the HR Service score card and regular employee engagement and pulse surveys.

Profile of our workforce

Age Distribution	
Under 20	23
20-29	285
30-39	639
40-49	970
50-59	1205
60 and over	460

Gender	Total
Female	2682
Male	852
Grand Total	3534

Ethnic Origin	Total
1.1 Eng, Scot, Welsh, NI	3055
1.2 Irish (Republic of)	14
1.3 White - Other	46
2.1 W & B Caribbean	7
2.2 W & B African	9
2.3 White & Asian	8
2.4 Mixed - Other	4
3.1 Indian	7
3.2 Pakistani	4
3.3 Bangladeshi	1
3.4 Asian - Other	7
4.1 Caribbean	7
4.2 African	6
4.3 Black - Other	10
5.1 Chinese	2
5.2 Other	14
5.3 Arab	1
NULL	297
Undisclosed	35
Grand Total	3534

Sexual Orientation	Total
Bisexual	3
Gay	14
Heterosexual	1213
Invalid Form	6
Lesbian	9
NULL	2106
Prefer not to say	183
Grand Total	3534

Religion	Total
Buddhist	4
Christian	924
Hindu	1
Jewish	1
Muslim	6
None	310
NULL	2090
Other	16
Sikh	1
Undisclosed	181
Grand Total	3534

Figures are as at 30th September 2018 based upon information held within Oracle on 10th October 2018.

Equality, Diversity and Inclusion

We work in a changing world which offers great opportunities for people with diverse backgrounds and experiences. We seek to attract and employ the best people from the widest talent pool, as well as those who reflect the diverse nature of our society. And we aim to encourage a culture where people can be themselves and be valued for their strengths. Creating value through diversity is what makes us strong as a business and as an

organisation with an increasingly agile workforce and are open to flexible working arrangements where appropriate.

Appendices

Vision for Workplace Culture

Behaviours for Everyone

Behaviours for People Managers

Behaviours for Members

Our Employee Deal



Cheshire East Council, working for a brighter future together -
shared purpose, well led, valued people... succeeding together

WE HAVE A SHARED PURPOSE

- We hold our customers and communities at the heart of what we do, keeping them informed and engaged
- We have a clear understanding of the council's priorities and how we all contribute to achieving them
- We're committed to building a positive workplace culture and living our FIRST values

WE ARE SUPPORTED AND WELL LED

- We feel confident and are supported in challenging all unacceptable behaviour
 - We are well led by people with the right skills and behaviours to motivate, manage and support their teams
- We are supported, developed and trusted to do our jobs, to try new ways of working and to learn from both our successes and mistakes
 - Ultimately, we feel free to speak and safe to act

WE ARE TREATED FAIRLY AND HIGHLY VALUED

- Our work and behaviours are recognised, valued and rewarded and we celebrate success
 - We respect and value each others' differences and well being
- We apply policies and processes equally and fairly, to enable the right outcomes to be achieved quickly and responsibly
 - Our concerns are listened to and where action is required - we act on it

WE SUCCEED TOGETHER

- We look forward to giving and receiving constructive feedback as a way of continually growing together
 - We clearly understand our roles and responsibilities and know and build on each others' strengths
- Working together across the organisation and beyond, we are positive partners, collaborating and co-producing to achieve our goals
 - We enjoy coming to work - working together to do a great job

VALUES & BEHAVIOURS

FOR EVERYONE

I WILL

I WON'T

FLEXIBILITY

- Actively participate in and contribute to change
- Seek to understand and speak positively about changes
- Continue to learn and improve for the benefit of myself, my team and my customer
- Be flexible at work and willing to try new things
- Listen to others' opinions without judging

- Say 'that won't work, we've tried that before' and then do what I've always done
- Say 'it's not my job' or just moan
- Give up when things don't go as I planned

INNOVATION

- Regularly and positively challenge myself and others about the way we do things
- Ask curious questions
- Work collaboratively to solve problems
- Constantly look for new ways of working
- Take a risk and make a suggestion

- Ignore something or say nothing when something seems wrong
- Dismiss or be negative or overly critical of new ideas
- Just deliver something because that is what we have always done

RESPONSIBILITY

- Be honest and realistic about what is achievable and seek to exceed wherever I can
- Keep my word and do what I say I am going to do
- Be responsible for my own behaviours and actions
- Always strive to be the best I can, asking for help if I need it
- Own up when things go wrong

- Make promises I can't keep or just not deliver on them
- Fob people off
- Blame others - pass the buck

SERVICE

- Deliver the very best service I can to my customers, my colleagues and our partners, constantly, responsibly and reliably
- Actively listen to people and take their opinions into account before I respond appropriately
- Seek and value feedback and act on it
- Constantly look for ways to help and support others
- Put myself in other people's shoes

- Assume I know what people want and act on my assumptions
- Ignore the concerns and needs of others
- Keep information, advice and ideas to myself

TEAMWORK

- Take time for people, be mindful of them and my impact on others
- Value individuals' strengths and differences and treat others as equals
- Actively encourage and support people to get involved and collaborate, both in my team and across others
- Be open, honest, friendly and respect others
- Thank and praise people for a good job done

- Ignore or put down any member of my team or others, especially if they are struggling
- Turn a blind eye to poor behaviours or unacceptable language
- Take credit for other people's work

VALUES & BEHAVIOURS

FOR PEOPLE MANAGERS

I WILL

FLEXIBILITY

- Give people the space and time to grow, develop and seek promotion
- Keep my people informed and updated, especially in times of change
- Seek and learn from feedback about my management style

INNOVATION

- Take time to clarify an issue or opportunity and then drive creative changes and solutions
- Seek and listen to bottom up ideas
- Check that ideas are realistic and achievable
- Encourage people to experiment and try new ways of doing things

RESPONSIBILITY

- Make timely decisions and be accountable for them
- Lead by example and role model positive behaviours
- Make sure that decisions are made by people closest to the customer or problem
- Always be timely in giving constructive feedback and coaching

SERVICE

- Encourage my staff to share their concerns
- Seek feedback from my people, and customers and act upon it
- Be clear in my directions, communicate the priorities and explain the reasons why
- Identify, coach and build on people's strengths

TEAMWORK

- Make time for my team and individuals
- Ensure that all my team are heard and respected
- Treat my team and individuals fairly
- Be my team's champion
- Act in the best interests of the whole council - adopting a "one team" approach

I WON'T

- Exclude staff from meetings or decisions that impact on them
- let the skills and knowledge of myself and my team slip
- neglect the wellbeing and work life balance of myself or of my team

- Treat any idea as a silly idea
- Accept my team "staying the same" because they've always done it that way
- Hide mistakes under the carpet

- Shirk my responsibilities as a leader, manager or supervisor
- Allow my staff to side step responsibility
- Ask people to do things I know they are not capable of

- Ignore the voices of those who are quieter or more challenging
- Ignore a request for my help
- Allow unrealistic expectations or priorities to go unchallenged or unmanaged.

- Allow bullying or negative behaviour in my team
- Micro manage people
- Just work independently as the manager of the team rather than as part of the team



FOR MEMBERS

EXPECTED BEHAVIOUR

I WILL

FLEXIBILITY: adaptable, open to learning and resilient

- actively participate in and contribute to change
- listen and engage with others' opinions
- be open to new opportunities and personal development

PROBLEM BEHAVIOUR

I WON'T

- have a closed mind
- ignore my own emotions and well-being
- give up when things don't go as planned

INNOVATION: creative, challenges convention and always looks to improve

- regularly and positively challenge myself and others about the way we do things
- ask searching questions in a polite and respectful manner
- work collaboratively to solve problems
- encourage new conversations about what might be possible

- ignore wrongdoing
- dismiss or be negative of new ideas

RESPONSIBILITY: delivers on promises, efficient and has integrity

- be responsible for my own behaviours and actions
- keep my word and do what I say I am going to do
- always strive to be the best I can, asking for help if I need it

- make promises I can't keep
- blame others or pass the buck
- expect officers to reply to emails outside of working hours

SERVICE: listens, quality and reliability enables others

- treat others as I would expect to be treated
- actively listen to people and respond appropriately
- seek and value feedback and act on it positively
- deliver the very best service I can to my constituents, my colleagues and our officers
- be publically positive about services that are delivering high quality service

- assume I know what people want and act on my assumptions
- ignore the concerns and needs of others
- keep information and ideas to myself
- be critical of officers in the press or social media
- forget that officers have no right of reply

TEAMWORK: respect and inclusivity, contributes to team, leadership at all levels

- take time for people, be mindful of my impact on others
- value individuals' strengths and differences and treat others as equals
- actively encourage and support people to get involved and collaborate, both in my party and across all boundaries
- be open, honest, courteous and respect others
- thank and praise people for a job well done

- ignore or be personal about others when putting forward an opinion
- turn a blind eye to poor behaviours or unacceptable language
- micro manage officers
- try to ambush officers with unexpected questions in meetings



Our COMMITMENT

Shared purpose

- Provide a safe and positive working environment
- Setting clear performance objectives with realistic timescales for delivery
- Having fair and efficient policies and procedures in place and applying them consistently
- Listen, respond and act appropriately when you tell us about something that is inappropriate or wrong

Well led

- Provide honest, respectful and responsible leadership
- Be fair, consistent and timely in our decision making
- Work with you, enabling you to do your best work every day with the right resources, tools and technology

Valued people

- Have regular, useful team meetings, keep you informed and provide an opportunity for everyone to share their views
- Treat you as individuals, be respectful, flexible and supportive
- Care for your health and well-being
- Provide you with regular, meaningful and constructive feedback on your performance through one-to-ones and performance review meetings

Succeeding together

- Offer you opportunities for learning and developing
- Recognise and value your hard work and contribution
- Work together as one team and one council to deliver the best service for our customers and communities

Your COMMITMENT

Shared purpose

- Bring a positive and can do attitude into work
- Be proactive and always responsive to our customers and communities
- Work responsibly and ask for help if you need it
- Tell us if you see or experience anything that is inappropriate or wrong

Well led

- Be honest and reliable
- Get involved, keep informed, make suggestions and share your ideas
- Embrace technology and new ways of working

Valued people

- Participate fully and make helpful contributions to team meetings
- Be respectful of others and work flexibly and collaboratively with colleagues and partners
- Care for your health and well-being enabling you to maximise your attendance at work
- Value helpful constructive feedback and act upon it

Succeeding together

- Take the opportunity to learn and develop
- Be supportive and appreciate others
- Work together as one team and one council to deliver the best service for our customers and communities



Working for a brighter future together

Staffing Committee

Date of Meeting: 25 April 2019

Report Title: Interim Appointment of Director of Governance and Compliance (incorporating the Statutory Monitoring Officer role)

Senior Officer: Sara Barker, Head of HR

1. Report Summary

- 1.1 In ordinary circumstances the Constitution requires that Staffing Committee undertake the recruitment and selection processes in respect of the Statutory Officers: S151 Officer, Monitoring Officer and Head of Paid Service, and makes a recommendation to full Council which confirms (or not) Staffing Committee's recommended appointment.
- 1.2 A requirement to introduce immediate interim arrangements for the role of Director of Governance and Compliance (incorporating the Statutory Monitoring Officer role) has recently arisen. For this reason, urgency procedures were applied.
- 1.3 In accordance with the urgency procedures, the Acting Chief Executive has taken the decision in relation to the interim appointment for the role in consultation with the Cabinet members, the Chairman and Vice Chairman of the Staffing Committee, the Mayor and the Council's Political Group Leaders. In addition legal advice and the advice of the S151 Officer was taken.
- 1.4 In line with constitutional requirements the decision is reported for information to Staffing Committee, by the Chairman. In addition the whole of the Council were notified.

2. Recommendations

- 2.1. That the urgent decision be noted as outlined in Section 3 and 4 of this report.

2.2. That the decision noted by Staffing Committee, be reported to Council on 22nd May 2019.

3. Reasons for Recommendation/s

3.1 The Need for Urgency Procedures

The need to use urgency procedures arose as a consequence of a number of factors. The following is a non-exhaustive summary:

- The recently agreed new Corporate Services structure came into effect on 1 April 2019 and included a new post of Director of Governance and Compliance.
- The range of responsibilities of this post is wide and differs from that of the previous Director of Legal Services role; in any event the acting up arrangements which had been in place ended on 31 March 2019.
- Whilst the current range of responsibilities of the previous Director role included Legal and Democratic Services, the new role also includes Internal Audit. The postholder must also have significant experience in this area of work.
- The Director of Governance and Compliance is also the Monitoring Officer and therefore the appointment would normally be made by Council. As the next Council meeting does not take place until 22 May, there would have been an unacceptable risk to the Council in being without a Monitoring Officer for the period between 1 April and 22 May 2019. There could also have been serious reputational damage to the Council.

3.2 The Selection Process

With the help of recruitment agents, the Acting Chief Executive was provided with a list of suitable candidates, which she carefully considered. Having done so, she has determined that “the appointee” should be appointed to the role to cover the period until a permanent appointment is made to the post of Director of Governance and Compliance.

3.3 The Interim Appointment

The appointee has sufficient skills and experience to cover the post of Director of Governance and Compliance until a further appointment can be made.

The daily rate is £995 plus a 16% management fee to the agency.

4. Other Options Considered

- 4.1. There was no realistic alternative to the course of action proposed for the reasons stated in 3.1.

5. Background

- 5.1. There has been an acting up arrangement in place to the post of Director of Legal Services since April 2017 due to the absence and subsequent resignation of the substantive post-holder. This acting up arrangement which had been in place ended on 31 March 2019
- 5.2. Following formal consultation, a new Corporate Services management structure came into effect on 1 April 2019. In this structure, the post of Director of Legal Services ceased to exist.
- 5.3. There is a new post Director of Governance and Compliance with a broader and different range of responsibilities including Internal Audit. The postholder must also have significant experience in this area of work.
- 5.4. As the Director of Governance and Compliance is also the Monitoring Officer, the appointment would normally be made by Council. Emergency powers have been used because of the unacceptable risk to the Council in being without a Monitoring Officer for the period from 1 April to the date of the next Council meeting on 22 May 2019.

6. Implications of the Recommendations

6.1. Legal Implications

This is a statutory post. The legal implications for the council are minimised by the appointment of an interim post-holder until the post can be permanently appointed to.

6.2. Finance Implications

The daily rate for the post is more than that for a permanent appointment. However, it is short-term and the cost will be offset against the salary already budgeted for the post until an appointment is made, and managed within the approved budget for Governance and Compliance.

6.3. Policy Implications

There are no policy implications

6.4. Equality Implications

There are no equality implications.

6.5. Human Resources Implications

This is an interim role which will cease on the permanent appointment is made.

6.6. Risk Management Implications

There would be an unacceptable risk to the Council in being without a Monitoring Officer for the period between 1 April and 22 May 2019. There could also have been serious reputational damage to the Council.

6.7. Rural Communities Implications

There are no direct implications for rural communities.

6.8. Implications for Children & Young People/Cared for Children

There are no direct implications for children and young people.

6.9. Public Health Implications

There are no direct implications for public health.

7. Ward Members Affected

None

8. Access to Information

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

9. Contact Information

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

Name: Sara Duncalf

Job Title: Acting HR Business Partner

Email: sara.duncalf@cheshireeast.gov.uk