

CHESHIRE EAST COUNCIL

REPORT TO: Staffing Committee

Date of Meeting: 21 January 2011
Report of: Paul Bradshaw, Head of Human Resources & Organisational Development
Subject/Title: People Strategy Update

1.0 Report Summary

- 1.1 To update Staffing Committee on progress with the Council's Five Year People and Organisational Development (OD) Strategy (2010 – 2015) and to highlight future people priorities and issues, which will inform the HR and OD Service Plan 2011/12.

2.0 Recommendations

- 2.1 To note the report.

3.0 Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with progress and achievements against the People and OD strategy and to highlight some of the key people issues and priorities for the coming year.

4.0 Wards Affected

- 4.1 No specific wards affected.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

- 6.1 No significant implications.

7.0 Financial Implications (authorised by the Borough Treasurer)

- 7.1 No direct implications arising from this report.

8.0 Legal Implications (authorised by the Borough Solicitor)

- 8.1 No direct implications arising from this report.

9.0 Risk Management

- 9.1 Many of the actions in the People and OD Strategy contribute to the mitigating factors identified against the corporate risk entitled 'Workforce' – KCR10 and their progress is monitored and evaluated accordingly against this risk.

10.0 Background and Options

- 10.1 In January 2010 the first comprehensive five year People and OD Strategy for Cheshire East Council was developed and endorsed by Members and Trade Unions.
- 10.2 This report updates Staffing Committee on the positive progress made and outcomes achieved as a result of this strategy and also to highlights key people priorities issues for the future. These will inform the focus and content of HR and OD service plan for 2011/12.
- 10.3 This strategy was developed to enable CEC to address both national and local people priorities and to enable our employees to plan for, manage and deliver services to meet the changing needs, priorities and expectations of our communities.
- 10.4 The People and OD strategy also links closely with the Council's Workforce Development Planning framework and assists in ensuring that Workforce Planning and Service Planning are fully integrated processes.
- 10.5 Specific projects and initiatives are focused through seven key themes and are described as follows:
1. Organisational STYLE - focusing on our style through developing leadership at all levels and building high performance teams and culture.
 2. Organisational STRATEGY - focusing on our strategy through developing our strategic effectiveness in 'growing' future capacity.
 3. Workforce SKILLS - focusing on our skills through developing our workforce for change and improvement.
 4. SYSTEMS for improving - focusing on our systems through developing those which support organisational development, growth and improvement.
 5. Developing our STRUCTURES – focusing on our structures through developing mechanisms, support programmes and working with others to provide advice which enables structural change for improvement.
 6. Supporting and engaging our STAFF - focussing on our staff through developing, improving, learning from and engaging with our workforce.

7. The strategy is also clearly aligned to the ASPIRE shared values, which ensures that our programmes and activities continue to embed these values and develop our culture around them.

11.0 Projects and Outcomes

- 11.1 Each theme in the Strategy has a number of key outcomes identified against it and specific projects and tasks are prioritised on a year by year basis.
- 11.2 The following tables summarise outcomes and achievements made to date within each theme and identifies some of the key ongoing and future priority areas.

1. THEME – STAFF
<p>ACHIEVEMENTS - 2010</p> <ul style="list-style-type: none"> ➤ Supported 650 employees who have been placed on the Redeployment Register, resolving the situation for 348 people so far with a further 14 people currently on work trials. ➤ Development and Implementation of two new salary sacrifice schemes for CEC employees (Cycle to Work Scheme and Childcare Vouchers). ➤ 500+ Job evaluations carried out and 90% of structures now in place (supported by HR). ➤ All managers actively involved in supporting work life balance initiatives and the ongoing development and improvement of the Councils Flexible and Mobile working options. ➤ Staff Recognition Scheme developed and successfully launched. ➤ CEC's first Staff Survey conducted and fed back comprehensively. Focus groups established and facilitated by the OD team. ➤ Partnerships and development programme established to support staff seeking redeployment or leaving the Council. ➤ A corporate induction process including corporate welcome events and on-line materials has been developed and launched successfully and is mandatory for joining Cheshire East Council. ➤ The corporate learning and development programme has been launched, reviewed and extended to meet current and future priorities and demands.
<p>FUTURE PRIORITIES – 2011/12</p> <ul style="list-style-type: none"> ➤ Implementation of a new modern and flexible pay and grading structure and set of terms and conditions that are free from any form of bias, is affordable and most importantly fit for the future.

- Equal pay audits to be completed in a structured and systematic way.
- Development of a 'total rewards' statement for Cheshire East, including the development of further salary sacrifice and flexible benefit schemes.
- Review and further development of an effective Stress Management programme for the authority.
- Commitment to delivering the comprehensive Single Equality Scheme action plan and ensuring that we have a workforce that is representative of the community we serve.

2. THEME - STYLE

ACHIEVEMENTS – 2010

- We have delivered 6 'Leading Improvement' conferences reaching the top 400 managers, to drive efficiency and improvement.
- The Council has launched and extended a successful and well received Corporate development programme for first line managers, tailored to our needs and enabling our managers to gain a qualification from the institute of Leadership and Management (ILM). Third cohort now in progress.
- ASPIRE Values continue to be embedded through the ongoing development of the Performance Management Process and the staff recognition scheme.
- Supported Managers and employees through massive change programmes including the transformation and rationalisation of Services.

FUTURE PRIORITIES – 2011/12

- Opportunities for developing collaborative leadership development activities and programmes will be explored to ensure maximum value for minimum cost is derived from leadership development.
- Extensive development work and consultation to define, develop and launch an agreed corporate 'Cheshire East Manager' framework and underpinning competency framework. This will ensure future development and performance is targeted and secures the improvements we need.

3. THEME - STRATEGY

ACHIEVEMENTS – 2010

- CMT and Cabinet Joint away days managed and facilitated, some in conjunction with the IDeA, by the Organisational Development Team.
- Securing commitment to launching and extending the Council's offer to Employing Young People through Apprenticeship and Graduate recruitment. 40 Apprenticeships have been recruited and 4 graduate Trainees recruited.

FUTURE PRIORITIES – 2011/12

- Review develop and extend our Employing Young People offer across the Council to develop opportunities for young people and achieve savings.
- An effective succession planning model and framework to be established and implemented across the Council.

4. THEME - SKILLS

ACHIEVEMENTS – 2010

- CEC has signed up to the NWEO Skills Pledge and will work in partnership with the Unions to develop a new Learning Agreement.
- Comprehensive Corporate Training Programme established and launched. Greater access to prioritised, effective and more widely available learning opportunities through a Corporate Training Offering, including e- learning programmes and facilities.
- Made significant progress with our commitment and progress towards attaining Corporate recognition for Investors in People(IiP)
- Delivered a range of key training opportunities for newly appointed Supervisors and Line Managers.
- Supported Managers to mitigate the impact of reductions including consideration of alternative Service Delivery options.
- Supported managers through over 65 pieces of casework covering disciplinary, grievance and Dignity at Work cases.
- Successfully delivered Personal Effectiveness Training to

FUTURE PRIORITIES – 2011/12

- Continue to make significant progress with our Action Plan and gain corporate IiP recognition by June 2011. Work to secure further improvements will continue through working to retain our recognition

through a post assessment action plan.

- Continue to develop our bespoke management and first line manager induction and training programme to ensure that our managers have the skills necessary to manage effectively and demonstrate the 'CEC Manager' behaviours as well as assisting with Succession Planning.
- Continue to develop effective Management Toolkits and Guidance notes to enable manager to manage effectively and interpret HR policies and procedures in a fair and consistent way.

5. THEME -SYSTEMS

ACHIEVEMENTS – 2010

- A bespoke Performance Appraisal process, based on ASPIRE values, has been developed and implemented. Managers are required to provide a performance rating for each employee. It also includes the identification of skills gaps and the formulation of personal development plans, linked to Corporate and departmental workforce development plans. 500 managers have been trained to date.
- Made significant progress in developing a programme to enable us to launch 2 new Oracle modules – Oracle Learning Management (OLM) and Oracle Performance Management (OPM). These will give improved employee processes and management information.
- Launched and developed a corporate approach to and developed and launched the Corporate Workforce Development Plan to specify and clarify the future workforce priorities for Cheshire East Council
- Successfully developed and re-launched the Schools Consultancy Intranet, providing an effective resource tool for schools staff.
- Ensured that organisational structure changes and appointments to roles are accurately recorded on the Oracle HR Information system to support management decision-making and inform the work carried out with regard to harmonisation.
- Successfully launched the PRIME system for accident reporting across the authority.
- Developed and implemented a complete suite of harmonised Health and Safety policies and procedures in conjunction with Trade Unions, employees and Elected Members.
- Renegotiated the Agency / Temporary Workers Master Vendor contract with Reed, securing efficiency savings in excess of £400k.

FUTURE PRIORITIES – 2011/12

- Further development, pilot and launch of Oracle OLM and OPM to enable the Council to deliver improved employee processes and

management information.

- Further development of the corporate approach Workforce Development Planning to ensure it forms an intrinsic part of our corporate service planning approach and process.
- To redesign and improve the HR and OD intranet site to better meet the needs of our employees and other stakeholders.
- Ongoing development of the PRIME system and continued monitoring and reporting on accidents and related H&S issues.
- Launch the online Cheshire Temporary Resourcing contract (in conjunction with Reed) to further drive efficiencies and maximise savings with regard to Agency Workers whilst at the same time ensuring compliance with the new Agency Workers Regulation (2011).

6. THEME – STRUCTURES

ACHIEVEMENTS – 2010

- Successfully ensured that the Oracle R12 update effectively captured the HR needs of the Council going forward.
- Established effective working relationships with colleagues in the health service to support collaborative working arrangements and the absorption of these into local authorities.
- Supported the conversion of three schools to Academy Status and the large-scale restructure of two Secondary Schools.
- Effectively managed the redeployment of 200+ employees and the exit of 599 employees through redundancy.
- Developed processes and procedures to support the effective operation of Shared Services – a relatively new model of working within the Public Sector.
- Ensured the continued provision of services to local residents as part of emergency rescues following insolvency of a number of organisations.

FUTURE PRIORITIES – 2011/12

- OPM and OLM pilot and roll-out during 2011 – 2012.
- To work with Shared Services to ensure a smooth transition through the Oracle R12 upgrade.
- Continue to develop relationships with partners to explore further opportunities for collaboration and joined up working.
- To work with Shared Services (HR and OHU) to ensure a smooth and effective transition to the new service delivery model.

11.3 Next Steps for 2011 - 12

- 11.4 Over the next 12 months, our HR activities and projects will build on the success of the strategy so far and ensure that the Council continues to have a strong strategic focus and approach to future workforce issues, in conjunction with effective workforce planning. This will undoubtedly become increasingly challenging over the coming months and years in light of the financial pressures and other challenges facing the authority.

12.0 Future reporting and Service Planning

- 12.1 The future people priorities identified as part of the strategy will form the basis of the HR and OD service plan and will be reviewed annually in line with service planning arrangements. The next plan will align the business planning cycle and run from April 2011 to March 2012.

13.0 Access to Information

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

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