D R A F T

Cheshire East Council's People and Organisational Development Strategy 2010 – 2015

Introduction from the Leader and Chief Executive

This is the first People and Organisational Development Strategy for Cheshire East Council (CEC). It sets out how we will ensure that our Council has the skilled, motivated and high performing workforce we need to achieve our vision for Cheshire East. We are committed to engaging with, supporting and developing our employees to ensure we continue to deliver excellent Council services and become an Excellent Authority.

Achieving our vision will undoubtedly involve making and continuing to make fundamental, challenging and transformational changes. It will be impossible to make these without our employees and the unique contribution each one of them makes. Our success is dependent upon their dedication and on ensuring that we identify, develop and nurture talent for the future.

We want to be an employer of choice where our employees have pride in their Council and share our values and vision for the future.

Our residents deserve excellence in the services they access and receive and we need a motivated, skilled and engaged workforce to deliver these. This strategy identifies our key priorities and the actions we need to take to ensure that we achieve this.

Cllr Wesley Fitzgerald   Erika Wenzel

Leader   Chief Executive

People and Organisational Development Strategy 2010 - 2015

1. Where are we now?
   ## Background and Council vision

- Cheshire East is a new Council which formally came into being on 1st April 2009. As a new council we need to ensure that our vision and our priorities meet the needs and aspirations of local people within our communities. To achieve this we need to establish, build on and continue to learn from a culture which values doing things differently and more efficiently. We are committed to becoming a Flagship Authority, one which is based on a genuine desire to continue to focus on the priorities of our customers.

- To do this we need to become a Council which is rooted in and develops a high performance culture. This means that we need to embrace fundamental and transformational change and continue to seek new and innovative ways of delivering services.

- This strategy makes explicit our belief that we can only develop and change through our people. Engaging with our workforce and enabling them to do more and to support and empower them to do things differently will be crucial to our success and is the fundamental premise on which this strategy is based and rationale for its development.

- It is intended to be a 'living' document in which key activities are reviewed and added to so that we ensure that it continues to align to organisational priorities.

- We need to ensure that we are clear about our priorities and that these are shaped by, and driven by the needs and expectations of our communities. Engagement of our communities and of our workforce will be essential for our success in meeting this particular challenge.

- We are committed to becoming a key player both within the North West region and nationally ensuring that we are able to actively promote what we have to offer and to secure the investment we need to bring our aspirations for the people of Cheshire East to life. In the current changing and challenging economic climate, making the best and most efficient use of the resources we have, driving out waste while continuing to improve how we deliver and manage services will be critical to our success.

- Making these aspirations a reality is particularly challenging at this time when placed within our unique context of needing to quickly develop a single shared organisational culture and values from four different organisations.

Priorities, challenges and Drivers
National Priorities

- There are a large number of significant agendas and priorities we need to respond to, making this particularly timely. In responding to the shifting economic landscape and its challenges we need to ensure that we are well placed to continue to lead our communities and support them.

- We need to continue to focus on improving our services, driving out waste, reducing our costs and demonstrating real value in what we deliver to our communities.

- Through our **Corporate Plan,** we have committed to transforming our services and the way we do business to meet local needs and priorities and ensure that the way in which these are planned for and delivered means we are best placed to continue to deliver efficiencies and real savings.

- The **Local Government Workforce strategy (LGWS)** - The LGWS is a comprehensive strategy that has evolved over the past 6 years. The strategy supports authorities in delivering the sustained transformation needed to achieve faster, fitter, more flexible, resident focused and personalised public services, outlining the need for change. It identifies the actions needed at local, regional and national level.

- Our **Economy -** An analysis by the Chartered Institute of Personnel and Development (CIPD) predicts that across the economy in general, there will be significant cut backs and that pay will rise much more slowly in real terms, if at all. There will also be pressure on other benefits that staff are used to. All this, CIPD believes, will create significant challenges for managers in maintaining "employee ability, commitment and contribution". (LGWS Update 2009).

- **Children's and Young People's Strategy -** The Children's and Young People's Strategy was published in 2008 by the Department for Children's, Schools and Families. The Strategy calls for a more integrated approach to the development of leaders and managers, stressing the need for pan public sector work.

- **The Adult Social Care Workforce Strategy –** this is currently being developed by the Department of Health and is due to be published in the late spring 2010. An interim statement stresses the need for bodies working in health, social care, housing, transport and leisure to all work together. Again, learning from best practice and planning for the future are highlighted as key priorities, especially since services are going to come under ever greater pressure from the ageing population. Indeed, it has been estimated that by 2020 there will need to be a 25 percent rise in the number of people working with older people in social care. The interim statement also focuses on the 21st century priority for the 'personalisation' of care.

- **Comprehensive Area Assessment (CAA) –** The new Key Line of Enquiry (KLOE) under the Use of Resources assessment, KLOE 3.3, assesses whether a council plans, organises and develops its workforce effectively to support the achievement of its strategic priorities. Clearly this is a fundamental and underpinning strand to the

People Strategy and the criteria set out in the KLOE will form the basis of the accompanying action plans. Advice and recommendations from the Audit Commission will be integrated into the strategy at regular intervals

Local Priorities

- **Transformation Programme –** The Council's transformation programme has identified large scale projects and continuous improvement necessary to meet the Council's future priorities through a strategic and coordinated approach which ensures we strive for change and innovation and are able to make real savings.

- **Sustainable Community Strategy** – This is an exciting time for Cheshire East as we consider our vision and priorities for the next 15 years through the Sustainable Community Strategy. Developing this strategy provides an opportunity to work with our key strategic partners to look to the future and deliver key actions for promoting or improving the economic, social and environmental well-being of the local area and contributing to the achievement of sustainable development in the UK. The Council is also preparing its Local Transport Plan and Local Development Framework, setting out Cheshire East's spatial and transport priorities for the next 15-20 years. These plans will be crucial in achieving our long-term ambitions and should be linked into the People and OD Strategy priorities and actions.

- **Clear Vision and Core Values** - Underpinning all our work for coming years will be a clear vision and a set of core values and principles which help us to share our aspirations and priorities with Cheshire East's communities.

- **'Getting local'** presents us with a real challenge and an opportunity to engage with our communities and ensure that we develop in ways which enable us to work with and respond flexibly to meet the specific needs of localities. Ensuring Cheshire East develops the capacity to do this through developing and enabling our workforce will be critical to our success.

- **Joined up planning –** to 'realise' our vision cannot be achieved in isolation. As we move forward planning, commissioning and delivery must be planned, consistent, joined-up and integrated with workforce planning.

- **Skills retention** - CEC needs to ensure that we are able to retain the skills we need to be successful in the future and keep focused on the achievement of our vision and strategic corporate objectives.

- **Drive for Efficiency –** The Council's ongoing need to make efficiency savings means that a longer term, more strategic approach to our people requirements is essential in order to identify , secure and allocate resources which will deliver services which represent real value for money and continue to generate efficiency savings.

- **Staff Survey –** Listening to our employees has told us that in order to deliver on improvement we need to improve in a number of key areas. Action plans and task groups will be set up to ensure that real improvement happens as a result of the staff survey and the people strategy will be at the heart of those improvements.

CEC Corporate Plan and Objectives

The Council's vision is to **"work together to improve community life"**

To achieve this vision, the Council has set out the following objectives and priorities to guide service delivery:

1. Children & Young People
1.1 We will enable all children and young people to fulfil their potential by:
1.1.1 Promoting their safety, care and stability
1.1.2 Improving their educational attainment

2. Adult Health & Wellbeing
2.1 We will improve the wellbeing, health and care of people by:
2.1.1 Encouraging healthier lifestyles
2.1.2 Increasing for older and disabled people their choices and their control over the resources made available to them
2.1.3 Helping older people to keep their independence as long as possible

3. Stronger Communities
3.1 We will ensure that people in local communities have a greater say about how resources are targeted in their area by:
3.1.1 Devolving service provision, decision making and where appropriate budgets to create greater local choice

4. Safer Communities
4.1 We will work with others to make all of our communities safer places to live, work and play by:
4.1.1 Reducing crime and the fear of crime by targeting anti-social behaviour and drug and alcohol abuse
4.1.2 Improving both traffic flow and road safety

5. Tackling Exclusion and Promoting Equality
5.1 We will enable people to have a good quality of life irrespective of where they live or their social or economic background by:
5.1.1 Improving service provision to rural areas
5.1.2 Facilitating appropriate transport for the public and service users

6. Local Economy
6.1 We will shape and maintain strong and prosperous neighbourhoods in which our residents are skilled and economically active, where businesses want to invest
6.1.1 Supporting the local economy and tourism to increase prosperity
6.1.2 Improving roads and highways
6.1.3 Where practical reducing the impact of the recession on both businesses and individuals

7. Environmental Sustainability
7.1 We will provide an attractive and sustainable environment which communities can be proud of by:
7.1.1 Reinforcing the distinctive characteristics of our towns, villages and rural areas.

7.1.2 Managing waste
7.1.3 Tackling climate change

8. Building a New Council
8.1 To support these priorities we will build a council that is responsive to changing needs and delivers value for money
8.1.1 Put customers first
8.1.2 Provide value for money
8.1.3 Enhance partnership working
8.1.4 Develop our workforce

This strategy has been developed to enable us to clarify the changes we need to make to ensure we are able to deliver these priorities and achieve positive organisational outcomes through our people.

2. Why develop a People and Organisational Development Strategy – what does it help us do?

- This People and Organisational Development Strategy is intended to bring clarity to the links between our aspirations and our priorities. More importantly it identifies the critical actions we need to take to achieve them through organisational change and through our people.

- Organisational Development(OD) is not new and in recent years it has re-merged as a highly significant and useful concept in the strategic management of change. It provides a holistic approach to help councils focus on and deliver the cultural and organisational change needed for continuous improvement.

- This strategy gives us a framework to meet our challenges – through the development of our strategies, people, systems and culture.

- Importantly developing a People and OD Strategy enables us to focus on the future – through asking and responding to fundamental questions;

- *Where do we need to go?*
- *What do we need to achieve?*
- *How will we get there?*
- *How will we learn and continue to improve?*

- This Strategy identifies how we will respond to these questions through our workforce and how in order to do this we will continue to value and develop them to do this.

- Using this approach and adopting a People and OD Strategy means that key initiatives can be considered as part of an overall 'map' meaning that not only can systems, culture and activities be more easily aligned to organisational goals – but

that our direction, progress and overall achievements can be communicated with greater clarity – and that these can be shared and owned across the organisation.

- The role of and impact that people make through contributing to key projects and initiatives and achieving milestones on these can be shared with them, and a greater sense of ownership and understanding of council direction achieved.

3.   What Guides our Strategy?

Key Principles

A set of key principles guide and underpin our direction as we strive to deliver excellence for our communities. In supporting and enabling this work they underpin both the direction and actions within this strategy.

Clear Focus
- **4 C's** – customers, costs, culture, and enable cross cutting issues to be embraced through supporting cross-cutting working. Driven by our desire to be a forward thinking and Flagship Authority that seeks always to deliver real value for money for our customers and places them at the heart of everything we do.

Through our People – Engaging for Success
- This People and OD Strategy summarises the critical people driven and related aspects needed to make this happen. The wheel below summarises, how we, as individuals across Cheshire East Council need to change to achieve our ambitious aspirations for our Borough and its communities. To do this it will be essential that we continue to improve not only what we do now but also how we plan, lead and deliver our services for the future. Recognising that an engaged workforce will be critical to this process this strategy sets out the necessary actions to achieve this.
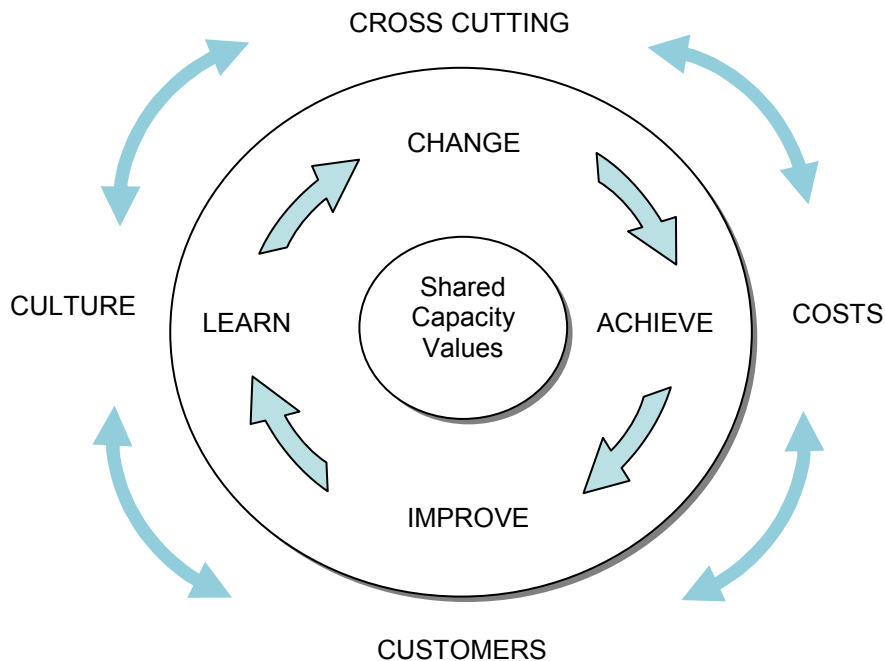
Learning and continuous improvement
- Equally important will be the need to ensure that we learn from what and how we do things that we share what we have learned and that this supports continuous improvement and becomes part and parcel of the 'way we do things'. In this respect there are critical and powerful levers we need to develop and use:

Turning strategic principles into practice means that we will ensure that our activities within this strategy reflect, support and encapsulate these principles through:

- *Engaging with our people and customers to inform, involve and enthuse.*
- *Recognising that Learning from what we and others do is an efficient and effective improvement tool*
- *Building a culture and valuing Distributed Leadership as 'Real' Leadership*
- *Recognising and developing talent for current and future demands*
- *Continuing to ensure that we plan effectively for future demands and aspirations*

Key Principles

- Our values guide and enable all of us to achieve, to improve and to continue to learn, in turn supporting our intention to become an organisation which engenders and fosters shared ownership for cross-cutting programmes.

- As an organisation we want to ensure that through this shared commitment we are able to reduce our costs, drive out waste, deliver improvements for our customers and communities and continue to build our capacity through developing an open, learning culture. The wheel above represents this visually.

What are our Values – *ASPIRE*

Critical to our success and the continuous improvement of what we do through our people will be the development of our values and a shared culture based around them. We believe shared values are important because they:

- Are more fundamental to the way in which we work and the way we feel about work than our objectives and priorities – and as such have a longer lasting and more powerful impact. They enable all of us within Cheshire East to share in what's important about what we do through expressing our intentions of how we do it.

- Define how we will work together and our desire to demonstrate them.

- Develop an organisational culture which provides and develops and fosters a real sense of ownership amongst our workforce, develops responsibility and 'pride in

taking responsibility for delivering and leading excellent services and brings clarity for our communities on how we *aspire* to work with and for them.

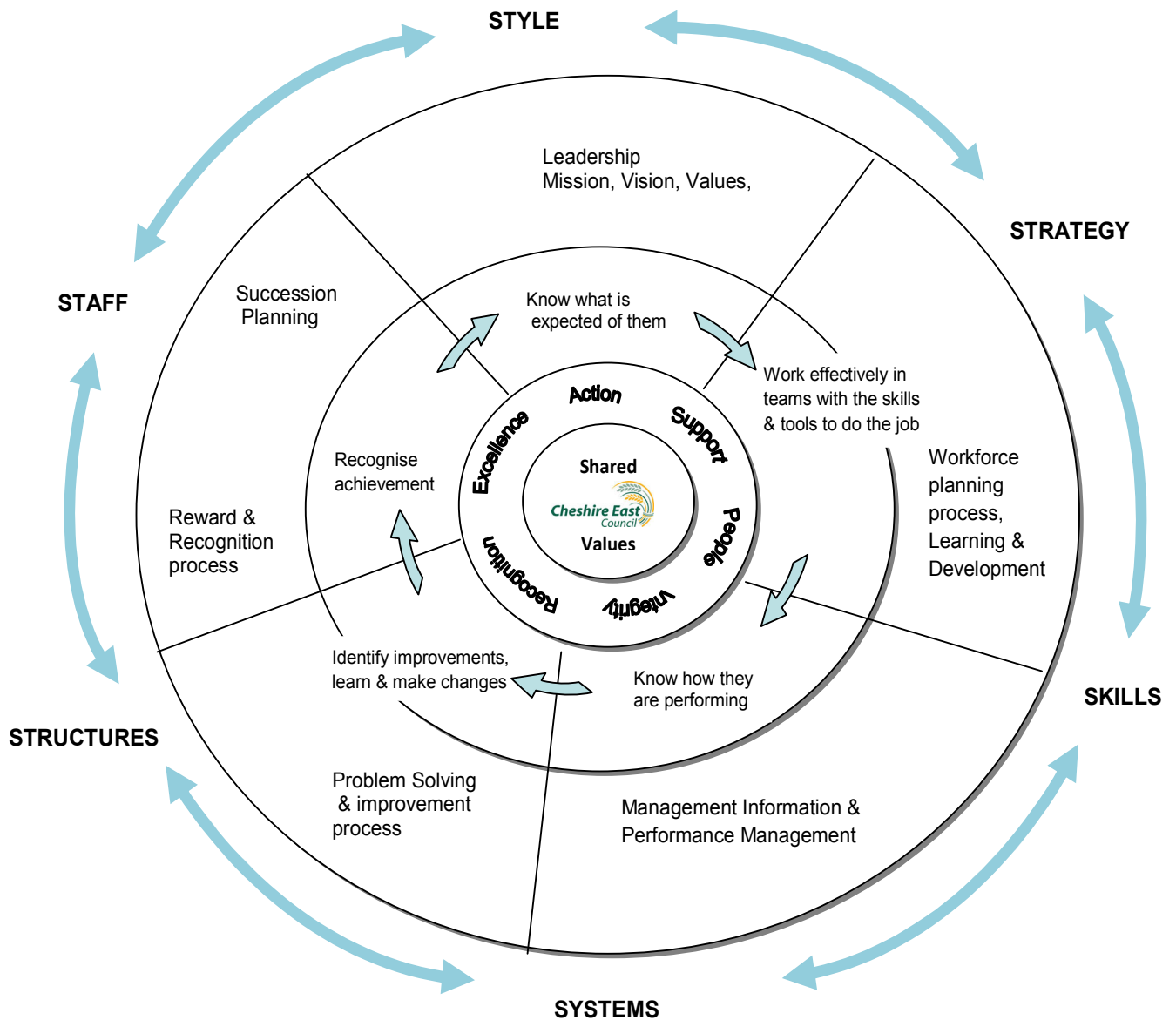Through our values we strive to be an organisation which:

- Takes **Action** to take responsibility for making the right things happen;

- Is committed to **Support** to ensure that we work and learn together;

- Puts **People,** our customer and community needs first and at the heart of what we do;

- Demonstrates **Integrity** through being open, honest and fair;

- Believes and demonstrates that **Recognition** is important and values views, efforts and achievements;

- Is committed to **Excellence** through innovation and continuously improving all that we do.

Interconnections – a whole system approach

- Our organisation is complex, it is large in scale and scope and has increasingly diverse and challenging expectations from our communities and partners.

- A whole system perspective and approach brings clarity to the interconnections within the way in which we work to shape and deliver this complex agenda. This system based perspective frames and underpins the rationale of and the initiatives and actions within this strategy.

- The 'wheel' overleaf draws on and illustrates this approach and its interconnections.

- Within the 'wheel', our values underpin all that we as individuals do. In order to model these through the strategy we commit to enabling our workforce to know what is expected of them, to develop skills and team-working, to be clear about the performance they have achieved – and as importantly to recognise this achievement.

- At a strategic level we need to improve what we do in terms of our strategies, programmes and processes. These core processes form the outer segments of our wheel.

- Overarching these are our commitments through our corporate strategies to build organisational capacity and growth to deliver continuous improvements through both service transformation and workforce commitment and engagement and ownership. Through focussing on core organisational 'building blocks', the very outer circle, we will ensure we have a comprehensive and holistic view of

organisational development requirements and the most effective and efficient programmes to secure improvement.

The 7 S's Wheel

STYLE

STRATEGY

STAFF

Leadership
Mission, Vision, Values,

Succession
Planning

Know what is
expected of them

Work effectively in
teams with the skills
& tools to do the job

Action

Support

Excellence

Recognise
achievement

Shared

Cheshire East
Council

People

Reward &
Recognition
process

Workforce
planning
process,
Learning &
Development

Recognition

Integrity

Values

Identify improvements,
learn & make changes

Know how they
are performing

SKILLS

STRUCTURES

Problem Solving
& improvement
process

Management Information &
Performance Management

SYSTEMS

This strategy, which addresses both pressing priorities and longer term objectives focuses on identifying and signposting relevant core activities, projects and programmes within 'key themes' and thematic objectives.

4. What are our goals? Achieving success.

Thematic Objectives

We intend to address our priorities and longer term objectives through focussing our attention, investment and action within key themes, reflecting the organisational building blocks.

Focusing on our **STYLE** through developing leadership at all levels and building high performance teams and culture by:

- Developing a comprehensive leadership and management development offer through learning programmes, activities and resources.
- Developing and embedding leadership competencies and continuing to measure the outcome of their development across the organisation and grow our own leadership talent – at all levels.

- Creating launching and developing a 'Leadership Academy' and ensuring its sustainability and development through extending partnership working.

- Developing and programming a range of clearly focussed team development activities to build shared culture and commitment.

- Identifying and harnessing regional and sub-regional opportunities and support to build Cheshire East's leadership capacity and contributes to and enhances the profile of our organisation and our Borough.

Focusing on our **STRATEGY** through developing our strategic effectiveness in 'growing' future capacity by:

- Developing, implementing, aligning and embedding organisational workforce development planning and strategy.

- Developing a talent management and succession planning strategy to ensure sustainable capacity for improvement.

- Developing a compelling employer brand for Cheshire East to be recognised as an employer of choice.

- Attracting and retaining the very best people from a wide range of diverse backgrounds through a recruitment and retention framework.

- Developing and harnessing the opportunities offered through apprenticeship and graduate recruitment and development.

- Developing transformational effectiveness through transformational support programmes and continuous improvement activities.

- Retaining and building on the achievement of the Investors in People Standard and deriving maximum organisational benefit through using our pursuance of this to benchmark and improve on our people and performance management processes.

Focusing on our **SKILLS** through Developing our workforce for change and improvement by:

- Developing an Aspire 4 Excellence programme to develop shared understanding of and contribution to continuous improvement.

- Launching and developing our Skills Pledge and Skills for Life strategy and programmes.

- Developing our self-development potential and capacity through harnessing e learning resources and developing Cheshire East's 'e learning zone'.

- Developing our coaching and mentoring capability to enable us to 'grow' capacity and develop potential effectively and efficiently.

- Developing truly 'lean' thinking and capability through tailored development activities and programmes and ongoing support.

Focusing on our **SYSTEMS** through developing those which support organisational development, growth and improvement by:

- Developing, embedding and continuing to improve our values based corporate performance and development review system.

- Developing a skills capacity audit tool to improve and continue to inform workforce development planning and enable us to identify and predict capability 'pools' and 'gaps'.

- Developing and continuing to review a behavioural competencies framework to improve clarity and our effectiveness in assessing performance and targeting development.

- Continuing to improve our frameworks, systems and processes and measure the improvement we make through Investors in People (IiP) rolling reviews and assessments.

- Improving our Human Resources support offer through extending and continuing to develop effective and efficient self-serve systems to improve accuracy, accessibility, and speed of decision making

Focussing on our **STRUCTURES** through developing mechanisms, support programmes and working with others to provide advice which enables structural change for improvement by:

- Developing our project and programme management expertise through a comprehensive development approach and agreed consistent methodology.

- Developing a modular change management programme and a 'change management toolkit'.

- Developing and reviewing competencies and behaviours to ensure that they continue to reflect organisational priorities and provide focus for development activities. In so doing enabling our workforce to respond flexibly to change and ensure continuous improvement.

- Developing and improving the Council's flexible and mobile working strategies to ensure we are adaptable and responsive to changing and conflicting demands.

Focussing on our **STAFF** through developing, improving and learning from engaging with our workforce by:

- Ensuring that we have equal pay across all areas of the Council.

- Continuing to improve how we engage with our workforce through the commitment to and development of our engagement plan and involvement in conferences and cross Council groups.

- Developing a recognition scheme which acknowledges and celebrates our workforce contributions, achievements and improvements and enables these to be shared across the council.

- Developing a 'performance' rewards culture that not only pays competitive salaries but also recognise and reward individual contribution and make an all-round competitive, innovative and flexible benefits package.

- Harmonising all sets of terms and conditions of employment and put in place an innovative, 'best practice' and Fit for Purpose set of HR policies, procedures and practices.

- Improving our commitment to equalities and diversity through progress in developing skills and understanding in line with the requirements of the Equality Standard for Local Government.

- Improving employee wellbeing and providing a safe and supportive working environment which ensures we continue to enable our employees to contribute effectively, reach their full potential and maximise attendance.

- Identifying and auditing the potential for stress and stress reduction and continuing to improve how we manage stress effectively.

Focussing on our SHARED VALUES through ensuring that all of these programmes and activities support and continue to embed them and develop our culture around them.

5.   How will we get there? Achieving success, making the strategy work

Launching the strategy and sharing with others

Achieving success for a strategy is not about the production of a strategy document but rather it is about ensuring that its contents are brought to life. Focussing on the key themes will enable us to do this through sharing the progress made at regular intervals and through a range of appropriate communication channels.

- Gaining employee feedback and involving people through People and Organisational Development Roadshows will continue to give, invaluable information for refining our strategy and will help to ensure that we prioritise and 'place emphasis' on actions which will achieve the most relevant outcomes.

- Providing information and updating on the progress of the Strategy via summary documents available in leaflet and electronic format will further ensure that the Strategy remains on the agenda and maintains interest and involvement.
- Providing information through leaflet/handy guide summaries.

- Ensuring regular updates through *'TeamTalk'* and *'Talking East'*.

- Reporting progress and successes through Corporate Management Team and Cabinet.

- Sharing learning and innovation through our learning portal and network.

- Working closely with all of our stakeholders through regular focus groups and joint communications.

Specific roles and responsibilities

Leadership and the role of Corporate Management Team

- Making the strategy a success, and ensuring it continues to make an effective contribution to achieving our aspirations as a Council requires continued commitment.

- The strategy recognises the critical role our Corporate Management Team plays in supporting, driving and monitoring the progress of key initiatives, setting and sharing a clear strategic direction to inform further development within the strategy and also through supporting and developing leadership at all levels.

HR and OD Service

- The HR and OD Service has a key role to play in helping to shape, develop and motivate the new organisation and its workforce. We will be supporting managers in aggregating and transforming their services, workforce planning, development and complex case work to enable them to help to create a new culture which enables employees to be positive ambassadors for Cheshire East.

Specifically we will:

- Initiate, develop and lead on workforce development strategy and programmes. Providing a framework to support managers with organisational development and transformational change.

- Provide business process transformation expertise to services who need to improve their process and procedures; and other support to achieve service improvement.

- Provide a corporate training and development programme and lead on Investors in People development.

- Develop 'Best Practice' and innovative HR policies and procedures, supported by management guidance toolkits.

- To put in place a single set of harmonised pay and conditions for Cheshire East staff through the harmonisation project.

- To explore opportunities for further development of the Council's pay and reward strategy.

- Develop a complete set of harmonised Health and Safety policies and procedures and provide an integrated, proactive and professional Health & Safety support service for all departments.

- Through the HR Business Partners, continuously improve the expert HR advice and support provided to departments, services and schools and look for new and exciting opportunities for joint working and sharing Best Practice.

6.   How will we know how effective we've been?
What improvements will we see?

The following table summarises the key outcomes we expect to achieve through the implementation of each action relating to the seven themes. The specific actions and deliverables detailing how we will achieve the outcomes listed below can be found in our thematic action plans.

Thematic Focus	Key Outcomes
Style	- A clear corporate commitment to leadership development to ensure strong leadership and improved strategic capacity. - Improved strategic thinking and direction demonstrated through effective decision making, enthusing and motivating others - Ownership, responsibility and accountability for making things happen at all levels across the organisation. - The creation of an inclusive, participative and learning culture building on team development work for engagement. - Improved performance management - Continued commitment to high quality development for Elected Members to further improve leadership capacity and retain charter status. - Improved skills levels through flexibility of learning and accessing of targeted opportunities with measured outcomes. - Improved initiative and innovation through cross boundary co-operative and innovative team working. - Improved use of funding opportunities to develop our capacity - Greater feedback and participation in reviews and surveys - CE plays a key role in leading Leadership Development, continuing to develop a 'Leadership Academy' approach with key partners.
Strategy	- Workforce development plans are developed effectively and build on workforce involvement in, contribution to and understanding of these. - Employees are involved in the business planning within the authority and recognise the links between business planning, corporate objectives, team objectives and corporate competencies. - Succession planning and talent management is embedded in the workforce planning and workforce development planning processes and plans. - A flexible, skilled and customer focused workforce which continues to improve customer service and satisfaction year on year. - Improved working relationships and communication between Elected Members and CEC Management Team. - Achievement of and continued improvement when measured against the Investors in People (IiP) National Standard.

Skills	➢ Clear and corporate competencies and values are developed and embedded and their use evidenced to support corporate priorities and improvements. ➢ Leading and managing change are integral to corporate development activities and plans to build capacity for change and improvement. ➢ Change management policies and supporting toolkits for managers are developed and embedded to improve organisational effectiveness and capacity. ➢ Development and establishment of council processes which improve and share innovation and learning, including a staff suggestion scheme and learning network. ➢ CEC is recognised as a successful Learning Organisation and has a strong Learning Agreement in place in partnership with the Trade Unions. ➢ Greater access to better targeted, more widely available and more cost effective learning opportunities through e learning programmes and facilities. ➢ Establishment of a truly lean thinking culture across Cheshire East with increased numbers of innovative and improvement projects leading to service improvement.
Systems	➢ Improved targeted performance improvement through embedding competency development framework. ➢ Improved communication and information available between internal and external clients through the use of technology, including improving on-line updates, e-newsletters and the development of a self-service HR system. ➢ Improved and more robust management information which is produced in a timely and accurate manner, enabling managers to make informed business decisions. ➢ Employees feel valued and know that their opinions matter to the development of the Authority through involvement in the business planning framework and processes. ➢ Embedded and more accurately measured performance improvement through clearer priorities and targets and specific development activities to enable their achievement.
Structures	➢ More timely, effective and cost-effective structural change for improvement though increase programme and project management expertise. ➢ Greater flexibility and improved readiness and capacity for managing and responding to change improving organisational responsiveness and service delivery flexibility. ➢ Greater workforce flexibility which improves our 'employment offer', enables us to recruit and retain skilled employees and ensures the greatest possible organisational flexibility.

Staff	➢ Single set of harmonised pay and conditions successfully negotiated and implemented by 2011.
	➢ Job evaluation and equal pay audits carried out across the authority in a structured and systematic way.
	➢ An improved and reviewed 'employer brand' which enables CEC to attract and retain motivated and skilled employees who believe they are engaged with, valued and paid fairly.
	➢ Development towards a 'Total Rewards' statement for Cheshire East and a modern, 'fit for purpose' approach to pay and rewards, including the development of further salary sacrifice schemes to compliment the existing Childcare Vouchers and Cycle to Work Scheme.
	➢ Successful pilot, revision and implementation of the Employee Engagement Scheme including specific improvements in staff feedback and whole workforce participation and feedback received through the whole staff survey.
	➢ Effective management of and reduction in stress related absences across the authority through stress audits and stress awareness campaigns, in conjunction with Health and Wellbeing and Occupational Health.
	➢ All managers actively involved in supporting work life balance initiatives and the ongoing development and improvement of the Councils Flexible and Mobile working options.
	➢ Improved employee morale and motivation through genuine employee engagement resulting in improved service delivery and more efficient ways of working.
	➢ Motivated workforce in place resulting in improved service delivery and more efficient ways of working.

Measuring success and ensuring support

- Outcomes for the strategy as a whole will be identified through the action plan and measured and reported on bi-annually.

- Making progress in each theme area needs significant investment in terms of time, people and allocation of resources. In order to plan and manage this effectively, our 5 year strategy focuses on priority outcomes in each year initially.

- Priorities identified for Year 1 represent the most pressing needs for action and will form the fundamental bedrock for future improvements.

- The strategy will address a diverse range of priorities through an equally diverse range of programmes and activities. This means that it is important that a range of available evaluation mechanisms are used to measure impact, effectiveness and outcomes achieved.

- The actions identified as priorities in each year will form the basis of the HR and OD service plan and will therefore be measured through the corporate planning and performance monitoring framework.

- Key mechanisms and targets will be in-built within action plans where appropriate and will include:

  o A Range of National and local skills targets and measures;
  o The investment costs of activities and their Return on investment(ROI) in line with efficiency targets;
  o Council Employee Surveys and 'temperature tests' ;
  o Examining the impact of programmes and activities on National and local service performance indicators;
  o Reviewing and assessing the contribution and impact of activities on the achievement of targets within Cheshire East's Transformation Programme.
  o Feedback and perceptions from internal and external customers.
  o Feedback and perceptions from the staff.
  o The Council's ability to deliver value for money.
  o Formal recognition and accreditation against national standards and benchmarks e.g. IIP, CAA and The Equality Standard for Local Government.

Finding out more – Keeping in touch

To find out more and to keep up to date with all developments and progress with the Strategy or to make suggestions for how you think that we can improve in any of our People and Organisational Development Strategy themes please get in touch!

Paul Bradshaw, Head of HR and OD
Paul.bradshaw@cheshireeast.gov.uk

Matthew Hebden, Organisational Development Manager
matthew.hebden@cheshireeast.gov.uk

Julie Davies, HR Strategy and Policy Manager
Julie.s.davies@cheshireeast.gov.uk

Melanie Henniker, HR Delivery Manager
Melanie.henniker@cheshireeast.gov.uk