

## **Staffing Committee**

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**Date of Meeting:** 26 April 2017

**Report Title:** Brighter Future Transformation Programme

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

**Senior Officer:** Sara Barker, Head of Strategic HR

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### **1. Report Summary**

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

### **2. Recommendation**

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

### **3. Reasons for Recommendations**

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

### **4. Other Options Considered**

4.1 Not applicable.

### **5. Background**

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

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

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

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

## **6. Briefing Information**

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

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

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

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

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

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

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

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

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

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

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

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

## **7 Implications of the Recommendations**

### **7.1 Legal Implications**

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

### **7.2 Financial Implications**

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

### **7.3 Human Resources Implications**

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

## 7.4 Risk Management Implications

### 7.4.1 Key Risks

To date the following key risks have been identified:

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

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

## 7.5 Dependencies

7.5.1 A dependency map is being developed.

## 7.6 Rural Communities Implications

7.6.1 There are no direct implications for rural communities.

## 7.7 Implications for Children & Young People

7.7.1 There are no direct implications for rural communities.

## 7.8 Public Health Implications

7.8.1 There are no direct implications for public health.

## 8 Ward Members Affected

8.1 No specific wards affected.

## 9. Access to Information

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

## 10. Contact Information

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

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