

PEOPLE PLAN 2018-2020



Working for a Brighter Future – Together

OFFICIAL

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

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

We will;

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

The People Plan Objectives and Outcomes

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

Employee life cycle



Brighter Future Culture Programme Outcomes

People say they are proud to work for Cheshire East Council

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

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

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

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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 Whole Organisation Transformation Programme progresses the objectives, priorities and milestones may change in response to feedback from staff and the programme developing. Throughout the document, the initials 'BF' in the left hand column denote the objective relates to distinct enabling projects in the Brighter Future Together (Culture) Programme.

1. Our Culture - establishing and enabling our workplace vision

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

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

2. Our Organisational Development & Delivery

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

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

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

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

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

