

Staffing Committee

Date of Meeting: 23 July 2018

Report Title: Brighter Future Together (Culture) Programme

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

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

1.1 The purpose of this report is to update Staffing Committee and seek feedback since the last Staffing Committee, held on 26th April 2018, of progress in terms of the programme. To date programme delivery against plan is on schedule.

1.2 The name of the programme has been changed from the Brighter Future Transformation Programme to the **Brighter Future Together (Culture) Programme** to reflect that this programme is a key part of the Council's Whole Organisation Transformation Programme.

2. Recommendation

2.1 To note the report and provide feedback on the progress with the Brighter Future Together (Culture) Programme.

3. Reasons for Recommendations

3.1 To ensure Members are kept up to date with the progress with 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 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 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 Together (Culture) Programme is a key part of the Council's overall Organisational Transformation 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 embedded creating our new workplace culture.
- 5.4 The Brighter Future Programme work that is being co-created and delivered with Sticky Change is phased over a 12 month period as follows:
- 5.2.1 Phase 1: Starting the Conversation and co-creation
 - 5.2.2 Phase 2: Developing the Deal and mobilising the facilitators
 - 5.2.3 Phase 3: Engaging everyone for working for a Brighter Future
 - 5.2.4 Phase 4: Broader alignment and development
 - 5.2.5 Phase 5: Inform, sustain and embed
- 5.5 The key deliverables for each phase are outlined in Appendix 1.
- 5.6 The programme includes key enabling projects that will ensure that the Vision for Workplace Culture, the revised behaviours and the Employee Deal are embedded across the organisation. The focus of the enabling projects is outlined in Appendix 2.
- 5.7 The recommendations included in the Local Government Association report are being addressed through both the work that the Council is undertaking with Sticky Change and through the enabling projects. This is reflected in the table in Appendix 4.

6. Briefing Information

- 6.1 The briefing information provides an update on phases 1 and 2 of the programme and a summary update with reference to the enabling projects and the Members' Forum.
- 6.2 Phase 1: Starting the Conversation and co-creation

- 6.2.1 A recommendation that from the Local Government Association report into the review of the Council's culture was to initiate a conversation with all staff as to what they want the "tone" of the organisation to be. This conversation was initiated with Sticky Change through Phase 1 of the programme, "Starting the Conversation and Co-Creation". This has been completed.
- 6.2.2 The draft Vision for Workplace Culture was shared with both staff and members through the Starting the Conversation Workshops. Comments were requested on the look and feel of the draft Vision and on the content. In addition participants were asked to describe an "I will" and "I won't" behaviour for each of the FIRST values that would support the draft Vision for Workplace Culture. 205 staff from across the organisation participated in the workshops along with 25 members.
- 6.2.3 Those staff that were unable to participate in the Starting the Conversation Sessions in person were invited to feedback their comments via a Starting the Conversation Survey. This was available both on-line and via hard copy. 787 staff completed the survey.
- 6.2.4 Sticky Change led an event with Senior Managers and they were also asked for their feedback and comments on the draft Vision and input into the behaviours.
- 6.2.5 Feedback and comments on the draft Vision and input into the behaviours was also sought from both the Brighter Future Together Team Staff Forum and the Member Forum.
- 6.2.6 Overall over 1000 people from across the organisation participated in the "Starting the Conversation" and provided their feedback on both the Vision for Workplace Culture and the desired behaviours.
- 6.2.7 Over 7,000 pieces of data was collected and this has been analysed and distilled.
- 6.2.8 The draft Vision for Workplace Culture has been revised to reflect the feedback received both in terms of the look and feel, language used and content. The draft Vision for Workplace Culture will be reviewed for approval at the Brighter Future Steering Group in line with the governance structure of the programme.

6.2.9 All of the “I will” and “I won’t” behaviours were collated and a democratic process was applied to include the most popular for each of the FIRST values creating the revised behaviour framework. The Behaviour framework will be tabled for approval at the Steering Group at the end of June in line with the governance structure of the programme.

6.3 Phase 2: Developing the Deal and mobilising the facilitators

6.3.1 Following feedback from staff the term Facilitator has been changed to Champion.

6.3.2 The recommendations from the Local Government Association report suggested that the Council should consider presenting a new employment deal for everyone. An Employee Deal has been created that is aligned to the Vision for Workplace Culture and the desired behaviours which is explicit in outlining what employees can expect from working at the Council and what the Council can expect from them.

6.3.3 Inputs to the content, look and feel of the Employee Deal were received from the Senior Managers, the Brighter Future Together Team Staff Forum and a workshop held with Trade Union representatives.

6.3.4 The Employee Deal will be tabled for approval at the Steering Group at the end of June in line with the governance structure of the programme.

6.3.5 The Vision for Workplace Culture, the Behaviour Framework and the Employee Deal has been shared with CLT, Portfolio Holders, the Members’ Forum, the Brighter Future Together Team and representatives of the Trade Unions.

6.3.6 A communication has been sent out to all employees inviting them to become a Brighter Future Champion. The Champions will have a key role in communicating the Vision for Workplace Culture, the Behaviour Framework and the Employee Deal via team meetings from July through to September.

6.3.7 To date 110 employees have expressed their interest in becoming a Champion. Orientation sessions have taken place to provide information on what is expected of them.

6.3.8 Training of the Champions commenced at the end of June.

6.4 Enabling Projects

6.4.1 Defining the scope of the enabling projects that will support embedding the Vision for Workplace Culture, the revised Behaviour Framework and the Employee Deal has commenced and is documented in work packages for the programme which includes key deliverables and milestones.

6.4.2 The objectives as set out in the People Plan 2018 - 2020 have been aligned and influenced by the Vision for Workplace Culture, the Behaviour Framework and the Employee Deal.

6.5 Members' Forum

6.5.1 The cross party forum meets on a monthly basis. The Forum has looked at Member Culture and at how Members can positively influence the workplace culture.

6.5.2 Discussion has taken place regarding Member behaviour and work is progressing to establish key deliverables that will support enabling and embedding the Brighter Future Together (Culture) programme from a member perspective. Deliverables identified will be fed into the Member Technology and Development Panel as appropriate.

6.5.3 The Members' Forum is updated on activity from the other groups within the programme and has also had the opportunity to review and input to any potential risks to the programme that have been identified.

6.5.4 A "Starting the Conversation" session was held for members in early May. This was attended by 25 members and provided an opportunity for attendees to comment on the proposed workplace vision and behaviours.

6.5.5 The Members' Forum has created, developed and agreed a Member Behaviour Framework. The behaviours are aligned to the FIRST values and will apply to all Members.

7 Staffing Committee's Assurance Role

7.1 Chair of Staffing Committee, Cllr. Moran and Cllr. Flude have concluded the first stage of the assurance activity focusing on the governance of the programme. A verbal progress report will be provided to Staffing Committee on 23rd July.

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 is agreed.

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

Key risks and mitigating actions have been identified with input from the Programme team and Member Forum and are detailed in Appendix 3.

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

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:

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