

CHESHIRE EAST COUNCIL

APPENDIX 4 – Recommendations from the Local Government Association Report mapped against the Brighter Future Together (Culture) Programme

LGA Recommendation	Where it is being addressed?
1. Elected Members and senior managers should initiate an immediate conversation about what they want the “tone” of the organisation to be.	Brighter Future Together (Culture) Programme Phase 1 – Starting the Conversation and co-creation
2. The Council should consider building upon training for Elected Members (including induction training) to provide clarity on their relationships with staff.	Brighter Future Together (Culture) Programme Members’ Forum Members’ Technology and Development Forum People Plan 2018 – 2020
3. The Council should consider presenting a new employment deal for everyone that is explicit about what employees can expect from the Council and what the Council can expect of them.	Brighter Future Together (Culture) Programme Phase 2 – Developing the Deal and mobilising the facilitators
4. A skills audit for all managers should be undertaken to assess where there are issues or gaps, particularly regarding the skills required to manage people effectively. Once concluded the Council should develop a programme to provide appropriate development as needed and ensure that standards are maintained through on-going performance management.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Projects: <ul style="list-style-type: none"> • Workforce Strategy – Skills Audit and Management Development • Appraisal and 360 feedback
5. Consideration should be given to reviewing the current appraisal process and as part of that consideration should be given to the inclusion of 360-degree feedback.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Project: <ul style="list-style-type: none"> • Appraisal and 360 feedback
6. The restructuring procedure is currently under review and this should take cognizance of the impact of change on the workforce.	Brighter Future Together (Culture) Programme Enabling Project: <ul style="list-style-type: none"> • HR Process and Procedures

LGA Recommendation	Where it is being addressed?
7. It would be helpful to establish an independent helpline or person for people to raise / discuss concerns about bullying or bad behaviour without fear of being identified.	Brighter Future Together (Culture) Programme Enabling Project: <ul style="list-style-type: none"> • Wellbeing and Recognition
8. A through analysis of stress related sickness and bullying related disciplinary / grievance cases with new targets set to bring levels down over time.	People Plan 2018 – 2020
9. There should be a concerted effort to build upon the established employee recognition programme.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Project: <ul style="list-style-type: none"> • Well-being and Recognition
10 . Policies should be effective fair and commonly understood. Recommend that particular attention is given to the recruitment process.	Brighter Future Together (Culture) Programme Phase 4 – Broader alignment and development Enabling Projects: <ul style="list-style-type: none"> • Recruitment Process • HR Process and Procedures
11 . Creation of a “People Panel” where staff could mix, network and share stories on a range of issues.	Brighter Future Together (Culture) Programme Phase 5 – Inform sustain and embed Brighter Future Together Team
12 Consideration should be given to appointing an Elected Member Champion to provide a conduit between the workforce and politicians.	Councillor Liz Wardlaw and the Members’ Forum