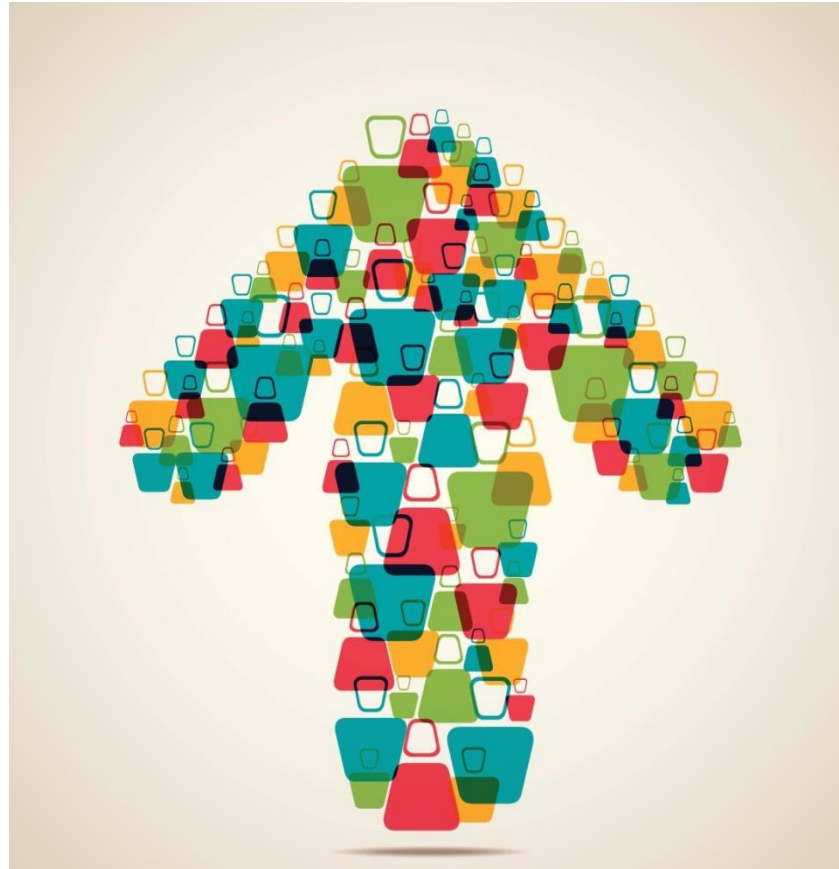


PEOPLE PLAN 2018-2020



Working for a Brighter Future – Together

OFFICIAL

The Council has 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.

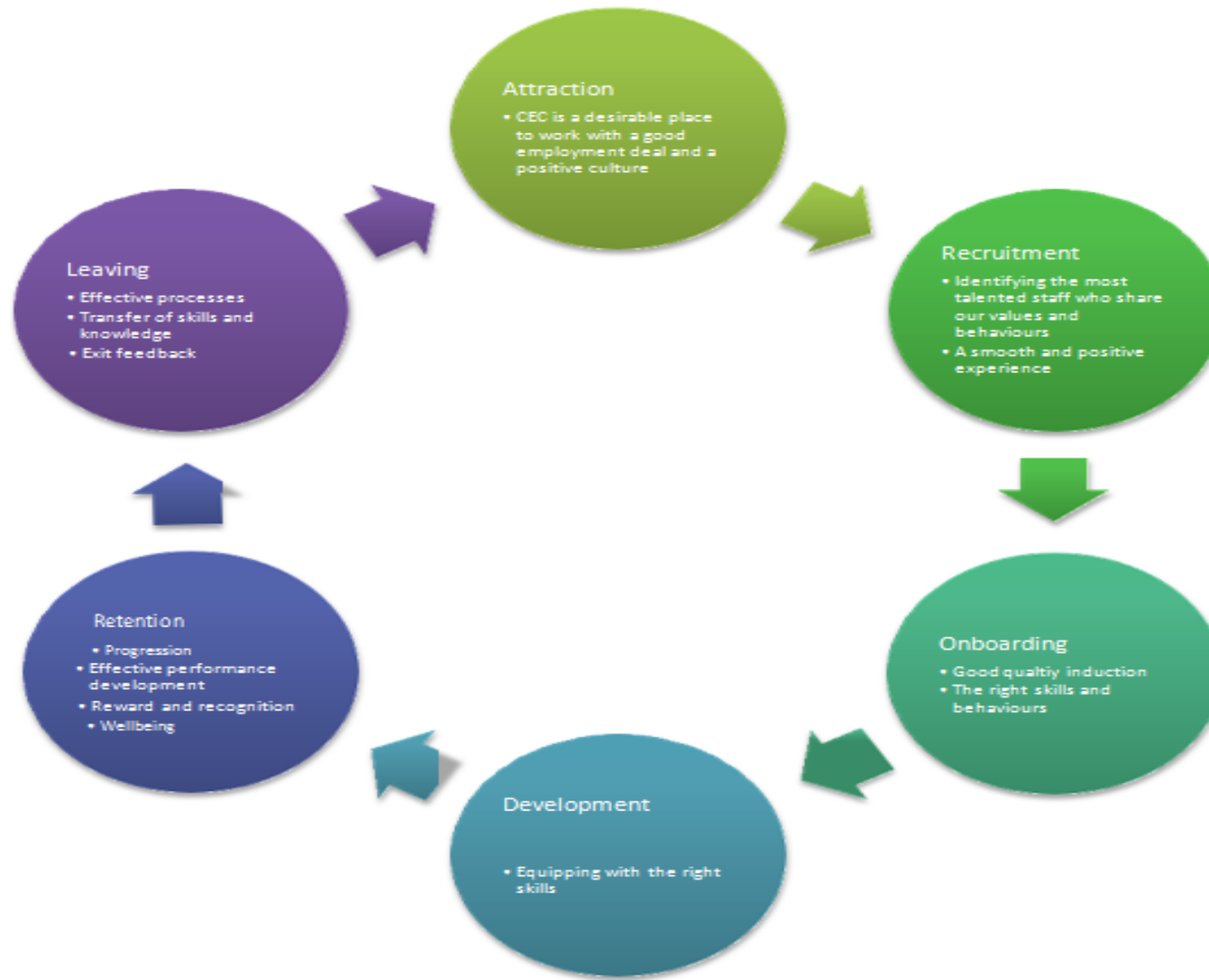
We will;

- **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 Brighter Future Together 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 those 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 Brighter Future Together 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 Brighter Future Together 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.

Progress key: Completed / On schedule / Behind schedule

1. Our Culture – establishing and enabling our workplace vision

	Objective	Owner	Key Milestones	Performance Measures	Progress
A	To identify and articulate a clear and compelling vision and tone for a transformed workplace culture in Cheshire East Council. 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	July 2018	<ul style="list-style-type: none"> Cultural vision and tone defined Cultural measures/goals defined Cultural vision communicated 	<ul style="list-style-type: none"> Complete
B		Head of Strategic HR	April 2018	<ul style="list-style-type: none"> Communications strategy agreed BFTT forums and Member Forums run 	<ul style="list-style-type: none"> Complete
			June to November 2018	<ul style="list-style-type: none"> Starting the conversation workshops completed Starting the conversation survey run and analysed Brighter Future Champions in place and trained Brighter Future workshops run 	<ul style="list-style-type: none"> Complete
C	To develop a fit for purpose behavioural framework that aligns behaviours to the Cheshire East cultural vision and FIRST values that are 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 implemented 	<ul style="list-style-type: none"> Complete Embedding continues through launch of Toolkit and integration within all policies and processes
D	To identify and deliver a new Employee Deal which clearly	Head of Strategic	July 2018	<ul style="list-style-type: none"> Employee Deal agreed 	<ul style="list-style-type: none"> Complete

	links to the Cheshire East Vision and the FIRST Values and Behavioural Framework.	HR	December 2018 March 2020	<ul style="list-style-type: none"> Employee Deal implemented Employee Deal embedded 	<ul style="list-style-type: none"> Embedding continues through launch of Toolkits and integration within all policies and processes
E	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 Dem Services	May 2018 Ongoing March 2019	<ul style="list-style-type: none"> Member Forum Member Development programme designed Member Development programme delivered 	<ul style="list-style-type: none"> Member forum in place, meeting on a monthly basis Work in progress to develop a conversation intervention with members to socialise and embed the behaviours A Conversation session for all members, sessions held in November and December 2018 with further sessions scheduled for January 2019
F	To deliver 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 	<ul style="list-style-type: none"> WLT and WLC programme in place Brighter Future manager's core training scheduled to run from January 2019 across the organisation
G	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 February 2019 June 2019	<ul style="list-style-type: none"> Approach to staff survey and temperature testing agreed Temperature test run Further temperature test planned Framework of measures agreed and implemented 	<ul style="list-style-type: none"> First Temperature Test to assess awareness of the Brighter Future Programme was encouraging. Results shared with staff via

					<p>Team Voice and reported to Staffing Committee</p> <ul style="list-style-type: none"> • Work progressing to create a dashboard of measures. First draft shared with Steering Group and further work progresses to develop a scorecard within the CorVu system which is expected to be complete by end of December 2018
H	To develop a framework of cultural principles and supporting toolkit to inform and align the Brighter Future Together Brighter Future Together Transformation Programme	Head of Strategic HR	<p>October 2018</p> <p>February 2019</p>	<ul style="list-style-type: none"> • Cultural principles defined • “Culture Check” toolkit/ mechanisms in place • Training if required 	<ul style="list-style-type: none"> • Vision, values and behaviours now in place. Complete. • Work in progress to create a Transformation Toolkit. First draft expected end of February 2019

2. Our Organisational Development and Delivery

	Objective	Owner	Key Milestones	Performance Measures	Progress
	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 Scoping for the way forward regarding PRP for senior managers 	<ul style="list-style-type: none"> Work underway to develop NJC Pay Spine. External pay consultant has started work on NJC pay. Joint Working Group with Trade Unions established with consultation ongoing Options paper in development
	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 	<ul style="list-style-type: none"> Pay Policy Statement developed and on Staffing Committee agenda for January 2019
BF	To progress the review of HR policies and procedures and determine the impact of best practice and legislative developments.	HR Policy/ Strategy	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 	<ul style="list-style-type: none"> Work continues and scheduled for completion by March 2019
BF	To review and promote the range of employee benefits and salary sacrifice schemes to support the employee deal and ensure efficient and effective usage.	HR Strategy	March 2019	<ul style="list-style-type: none"> Take up of schemes Usage of Employee Assistance Programme 	<ul style="list-style-type: none"> Items included in Team Voice Review of Salary Sacrifice Car scheme nearing completion

BF	To undertake an end to end review of the Council's recruitment process and any Business World interface work to ensure 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 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 	<ul style="list-style-type: none"> • Review completed and policy review underway • New system launched and Cheshire East Templates in place • Redesign of recruitment pages of Cheshire East Council website underway • Toolkit and e-learning to be developed and aligned to new behaviours
BF	To provide a clear induction programme for all staff.	WFD Manager	December 2018 March 2019	<ul style="list-style-type: none"> • Programme refreshed, in place and communicated • % of new staff enrolled onto induction programmes • % of new staff completing induction programme • Feedback on induction process 	<ul style="list-style-type: none"> • New programme in development • Design of e-learning pathways underway, creation and launch dependent on new LMS being in place
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 organisation objective achievement and personal development 	<ul style="list-style-type: none"> • Review completed • New process taken to Steering Group and actions in progress • Oracle replacement system in commissioning process, contract awarding delayed due to BW cross-overs.

				<ul style="list-style-type: none"> • Training and 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.	WFD Manager	Sept 2018 Ongoing	<ul style="list-style-type: none"> • Statutory report submitted • Number of apprentices across the organisation • Levy spend by services, schools and ASDVs 	<ul style="list-style-type: none"> • Statutory report submitted. Complete. • 91 new apprenticeship starts in 2018/19 as of 10th December with a further 13 due to start in Q4
	To identify and address skills gaps regarding required skills for job roles against professional standards. Carry out a skills audit to gain knowledge of baseline position from which to develop skills and behaviours across the organisation.	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 	<ul style="list-style-type: none"> • Maturity matrices received from across services, actions plans shared with team managers • 76% training budgets spent • 70% of returned training plans commissioned • 31 CPD panel approvals • 91 new apprenticeship starts in CEC, ASDVs and schools, 13 more to start in Q4
BF	To improve retention and succession planning through offering career opportunities and progression. Use of skills gaps information to support tailored opportunities.	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 	<ul style="list-style-type: none"> • 91 new apprenticeship starts in CEC, ASDVs and schools up to Q3 • 15 ASYEs in Children's social care previously undertook work placements at CEC • 4 graduate management

				<p>management training</p> <ul style="list-style-type: none"> Talent identification strategy in toolkit, in line with PDR process in place 	<p>candidates in Adult Social Care</p> <ul style="list-style-type: none"> PDR process includes initial staff performance indications which will lead to talent development
BF	To carry out an analysis of stress related sickness and bullying related to disciplinary/grievance cases in order to identify trends and target actions and support. To introduce a target for the number of cases – these may increase initially.	HR Delivery	September 2018	<ul style="list-style-type: none"> Attendance Managers action plan agreed To meet the incoming target 	<ul style="list-style-type: none"> Top 5 reasons for absence is reported to CLT and DMTs in the Workforce Data packs Reporting on length of time taken to conclude formal disciplinary and grievance cases Complete.
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 interviews completed Findings analysed and reported quarterly 	<ul style="list-style-type: none"> Initial discussions and review taken place Implementation reliant on B4B Researching alternative methods to be used in the interim
	Seek to develop new income opportunities for Education HR and Health and Safety including possible collaboration with other Authorities/agencies.	Education HR Manager/ Health and Safety Manager	Ongoing	<ul style="list-style-type: none"> Seek to maximise customer base and minimise losses Full cost recovery 	<ul style="list-style-type: none"> Currently seeking opportunities to develop income generation and joint working with other LAs and schools
	Develop bespoke offers for	Education HR	Ongoing	<ul style="list-style-type: none"> Seek to maintain existing MAT 	<ul style="list-style-type: none"> Improved offer for

	Multi-Academy Trusts aimed at retaining business.	Manager		business and retain any newly established MATs.	2018/19 which includes free mediation, barred list check and EAP & sliding scale of cost reduction introduced bases on number of Academies in the Trust
	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 number of courses/ sessions/ briefings delivered to maintain additional income generation levels 	<ul style="list-style-type: none"> • Additional Governor training courses re Equality and Diversity and HR role for Governors in place for Autumn and Spring terms • Updated Head Teacher/ Governor training in place • Further accreditation Safer Recruitment training for Head Teachers/ Governors • Accredited Safer Recruitment planned for 2019 • Introduction of new breakfast briefings for New and Aspiring Head Teachers starting in Autumn 2018 through to Summer 2019. Excellent feedback received from the first session
	Support schools/ academies	Education HR	Ongoing	<ul style="list-style-type: none"> • Completed successful 	<ul style="list-style-type: none"> • Ongoing – likely to be

	with change management/ restructuring in the light of budgetary constraints.	Manager		restructures	increase in number as schools review 19/20 budget
	<p>To work with Executive Directors, Senior Management Teams and other staff to;</p> <ul style="list-style-type: none"> - Identify business requirements for 2018/20 - 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 	Head of Strategic HR/ HRBP Delivery/ HRBP Schools Consultancy	Ongoing	<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 eg. Change programmes • Investigator training for managers 	<ul style="list-style-type: none"> • 6.58 days lost wef 31.10.18. On a rolling year the figure is 11.02 compared to a target of 10 days • Work ongoing to define support required for Brighter Future Transformation Programme • Ongoing work with managers to ensure reviews are on schedule as part of HR surgery plans • Ongoing work with managers including first line supervisors across the organisation • Ongoing work with managers. Ongoing support and guidance to deliver MTFS savings through service redesign and restructure • Monthly management information established, Senior HR Officers providing in depth analysis at DMTs and other management meetings • HR sessions have taken place in respect of the principles of managing attendance, further HR surgeries to take place throughout 2019 • Training workshops scheduled to support key HR initiatives being refreshed as revised policies are launched • Completed for individual programmes. Provider of investigator training identified and arranged for 2019

3. Our Employee Experience					
	Objective	Owner	Key Milestones	Performance Measures	Progress
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 	<ul style="list-style-type: none"> Programme review and alignment in progress to incorporate the Vision for Workplace Culture, Refreshed Behaviours and Employee Deal
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 associated 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 Number of staff generated initiatives Number of resilience training sessions held and attended 	<ul style="list-style-type: none"> Strategy and plan aligned and agreed for 2018/19 Created Wellbeing in Work Dashboard of Measures
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 2019	<ul style="list-style-type: none"> Approach agreed and implemented Number of calls made Number of grievances/whistleblowing made & resolved 	<ul style="list-style-type: none"> A dedicated helpline to provide support to those employees experiencing inappropriate behaviour went live 6/8/18. The helpline is called Stop Bullying Behaviour and is provided by Workplace Wellness
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 	<ul style="list-style-type: none"> Review of mobile enabled recognition scheme undertaken.

					Recommendations to the Brighter Future Steering Group were agreed in principle at the end of September. Work in progress to agree procurement arrangements.
	For staff to benefit from a fully flexible Occupational Health service.	H&S Manager	Ongoing	<ul style="list-style-type: none"> KPIs met 	<ul style="list-style-type: none"> Regular meetings take place to review the OHU service, to monitor KPI compliance and to address service improvements
	For all staff to benefit from an organisation that places the health and safety of their staff at the highest priority.	H&S Manager	Ongoing	<ul style="list-style-type: none"> Number of days lost due to sickness absence due to accidents 	<ul style="list-style-type: none"> All accidents which incur sickness absence are reviewed by the H&S team and investigated as necessary. The H&S team provide valuable input into the Wellbeing at Work programme