

Staffing Committee

Date of Meeting: 24 January 2019

Report Title: Brighter Future Together (Culture) Programme

Portfolio Holder: Cllr Paul Findlow - Portfolio Holder - 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 4th October 2018, of progress in terms of the programme. To date programme delivery against plan is on schedule with the exception of the enabling projects; Induction programme and Appraisal which have experienced slippage due to the delays associated with implementing the Business World system.

2. Recommendation

- 2.1 To note the report.

3. Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with the progress on 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 continues to be made working closely with the Council's partners Sticky Change to co-create and deliver 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 are reflected in the Employee Deal, to ensure that the vision for our workplace culture is realised, implemented 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 implemented and 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:
 - 5.4.1 Phase1: Starting the Conversation and co-creation
 - 5.4.2 Phase 2: Developing the Deal and mobilising the Champions
 - 5.4.3 Phase 3: Engaging everyone for working for a Brighter Future
 - 5.4.4 Phase 4: Broader alignment and development
 - 5.4.5 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 implemented and 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 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 3 and 4 of the programme and a summary update with reference to the enabling projects and the Members' Forum.
- 6.2 Phase 3: Engaging Everyone for Working for a Brighter Future
 - 6.2.1 In October, the Council asked staff to complete a short survey to test the awareness of the Brighter Future Together (Culture) Programme. In addition, three specific questions were asked about awareness of the confidential Stop Bullying Behaviour Helpline, frequency of team meetings and whether Team Voice was discussed at team meetings.

- 6.2.2 The survey was administered by an independent provider djs employee research and was live between 8th and 19th October 2018. The survey was available to complete on line and in addition paper surveys were distributed none “e” enabled staff.
- 6.2.3 The survey comprised of 10 questions and took no longer than five minutes to complete.
- 6.2.4 In total, 1,331 staff completed the pulse survey, this equates to more than a third of the total permanent workforce and is slightly more staff than participated in the Starting the Conversation. The Council’s provider djs have confirmed that this response rate is typical of an internal pulse survey.
- 6.2.5 Overall the results of the survey are encouraging; the main findings are as follows:
- 6.2.5.1 Almost all respondents (94 per cent) have heard about the Brighter Future Together programme.
 - 6.2.5.2 More than two thirds (69 per cent) know who their Brighter Future Champion is.
 - 6.2.5.3 At the time of the survey, more than half (59 per cent) had attended a ‘What’s the Conversation’ session with their team.
 - 6.2.5.4 The majority of staff are aware of the council's vision for workplace culture (85 per cent) and behaviours (86 per cent).
 - 6.2.5.5 Two thirds (67 per cent) of respondents are aware of The Employee Deal.
 - 6.2.5.6 Half (50 per cent) of staff who had a team meeting in the last month had discussed Team Voice.
 - 6.2.5.7 94 per cent of staff are committed to making Cheshire East Council a positive place to work.
- 6.2.6 A plan to address the actions arising from the Brighter Future Pulse survey is outlined in Appendix 5.
- 6.2.7 Having the Conversation training continues for all staff with responsibility for managing people. This training is mandatory and focuses on the importance of role modelling the behaviours and the role of managers in facilitating regular quality conversations with their staff to ensure that the vision, behaviours and deal are embedded across the organisation and become the norm. .
- 6.2.8 At the end of November 73% of managers had completed the training and further sessions are scheduled to take place in January.
- 6.2.9 Toolkits have been designed to complement the training and will be available to staff in January 2019.

6.3 Phase 4: Broader alignment and development

6.3.1 A Leadership and managerial skills programme has been designed and developed incorporating feedback from the recent skills audit and aligned to the Brighter Future Together (Culture) programme.

6.3.2 The programme has been approved by the Corporate Leadership team and commissioning is in progress.

6.3.3 Delivery of the programme is expected to commence in January 2019.

6.4 Enabling Projects

6.4.1 Progress made with the enabling projects is detailed in Appendix 2.

6.4.2 Within the employee deal there is a joint commitment to wellbeing and this is being embedded through all the enabling projects. Wellbeing initiatives that are included in the projects support the delivery of the Council's Wellbeing in Work Strategy and Plan.

6.5 Members' Forum

6.5.1 Following the development and launch of the Member Behaviours the Member Forum has been involved in co-creating and developing a "Conversation for all Members". This session focuses on how the behaviours can be embedded and used to continually improve the impact of Member relationships with officers, residents and each other. These sessions were facilitated by the Council's strategic partners, Sticky Change in November and December 2018 and two further sessions have been arranged for January 2019.

6.5.2 Four Councillors from the Member Forum attended the Brighter Future Together Community meeting in November. This meeting is attended by both the Brighter Future Together team and the Brighter Future Champions. The meeting provided the opportunity for Councillors to answer questions from the officers and was the first step in gaining a better understanding of how each of the groups can help each other to embed the Brighter Future Together Programme across the Council. All who attended the meeting provided positive feedback and have indicated that they would like to continue to work together in 2019.

6.5.3 It was agreed at the Member Forum that the next meeting would take place in February 2019 and would include a review of the Member Induction training and focus on next steps for the Member Forum in order to demonstrate Member engagement.

6.6 Next Steps

- 6.6.1 The contract that the Council has with Sticky Change to support the work that is being undertaken within the Brighter Future Together (Culture) is due to end on 28th February 2019.
- 6.6.2 A lessons learned workshop will take place with Sticky Change prior to the end of February.
- 6.6.3 A workshop will take place with representatives from the programme team will take place to ensure that plans are in place to embed all aspects of the programme across the organisation.

7 Staffing Committee's Assurance Role

- 7.1 Cllr. Moran invited all Staffing Committee Members and Reserves to attend an assurance meeting on 7th January 2019. The outcome of this meeting will be verbally reported at Staffing Committee on 24th January 2019.

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. The total cost is £151,460 and this has been funded from the Council's Transformation budget.

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/Cared for Children

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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