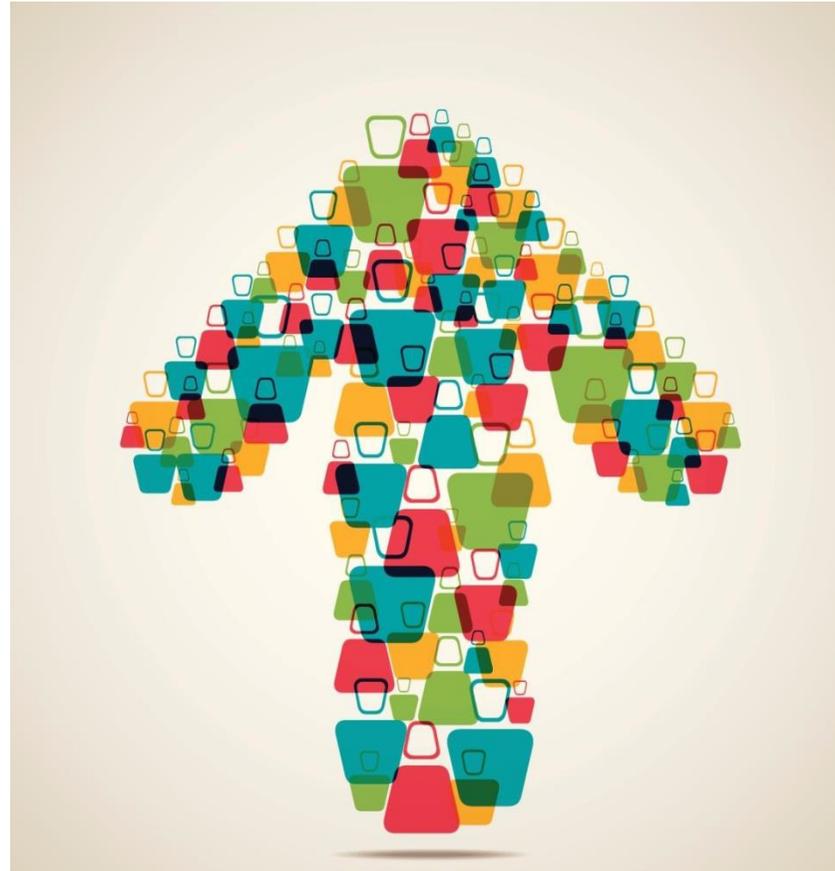


# PEOPLE PLAN 2018-2020

2018-19 stage. To be renamed 'Workforce Strategy Action Plan' for 2019-20 stage.



**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.

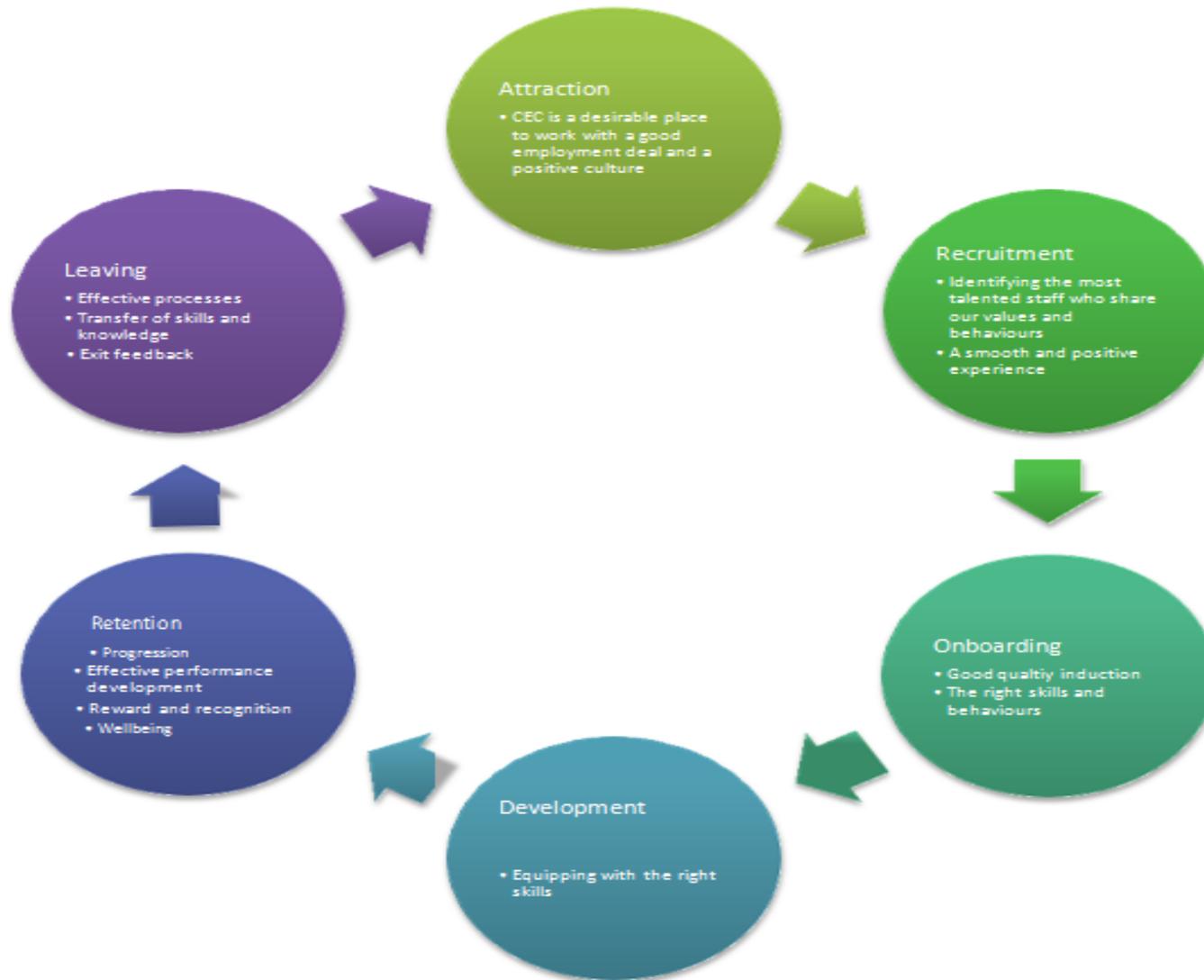
**We will;**

- **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 Transformation Programme and contributes directly through a programme of culture change;

- 1. Our culture – establishing and enabling our workplace vision**
- 2. Our organisational development and delivery**
- 3. Our employee experience**

This document outlines the priorities within each objective and the measures against which progress and outcomes will be monitored. As the 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 <b>clear and compelling vision</b> and tone for a transformed workplace culture in Cheshire East Council. To <b>inform, involve and engage staff and members</b> in the development and implementation of the cultural vision, behaviours and employee deal.	Head of HR	July 2018	<ul style="list-style-type: none"> <li>Cultural vision and tone defined</li> <li>Cultural measures/goals defined</li> <li>Cultural vision communicated</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
B		Head of HR	April 2018	<ul style="list-style-type: none"> <li>Communications strategy agreed</li> <li>BFTT forums and Member Forums run</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
			June to November 2018	<ul style="list-style-type: none"> <li>Starting the conversation workshops completed</li> <li>Starting the conversation survey run and analysed</li> <li>Brighter Future Champions in place and trained</li> <li>Brighter Future workshops run</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
C	To develop a fit for purpose <b>behavioural framework</b> that aligns behaviours to the Cheshire East cultural vision and FIRST values that are embedded into the organisational DNA.	Head of HR	July 2018  December 2018  March 2020	<ul style="list-style-type: none"> <li>Behavioural framework agreed</li> <li>Framework implemented</li> <li>Framework implemented</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Embedding continues through launch of Toolkit and integration within all policies and processes</li> </ul>
D	To identify and deliver a new <b>Employee Deal</b> which clearly	Head of HR	July 2018	<ul style="list-style-type: none"> <li>Employee Deal agreed</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>

	links to the Cheshire East Vision and the FIRST Values and Behavioural Framework.		December 2018 March 2020	<ul style="list-style-type: none"> <li>Employee Deal implemented</li> <li>Employee Deal embedded</li> </ul>	<ul style="list-style-type: none"> <li>Embedding continues through launch of Toolkits and integration within all policies and processes</li> </ul>
E	To foster a <b>community</b> of <b>Elected members</b> who understand the vision and how best they will support their Council officers to deliver the best for their residents.	Head of HR/ Head of Dem Services	May 2018 Ongoing March 2019	<ul style="list-style-type: none"> <li>Member Forum</li> <li>Member Development programme designed</li> <li>Member Development programme delivered</li> </ul>	<ul style="list-style-type: none"> <li>Complete and ongoing Member forum in place, meeting on a monthly basis. Members of this Forum to attend the Brighter Future Community Meeting on a regular basis throughout the year to continue to develop and maintain good working relationships.</li> <li>A Conversation session for all members delivered Sessions held in November and December 2018 and January 2019. This is completed.</li> <li>Vision for workplace culture, values and Member Behaviours to be included in new member induction programme.</li> <li>Vision, values and behaviours to be incorporated to all future Member training as appropriate.</li> </ul>
F	To deliver a <b>leadership</b>	WFD	March 2019	<ul style="list-style-type: none"> <li>WLT and WLC programme</li> </ul>	<ul style="list-style-type: none"> <li>Complete and ongoing.</li> </ul>

	<p><b>community</b> to have the knowledge and skills to constantly and consistently role model the behaviours and the capacity and confidence to address performance and behaviour.</p>	<p>Manager</p>	<p>March 2019</p>	<ul style="list-style-type: none"> <li>Brighter Future manager's core training completed</li> </ul>	<p>WLT and WLC programme in place.</p> <ul style="list-style-type: none"> <li>Having the Conversation Sessions delivered to 438 staff.</li> <li>Brighter Future manager's leadership and management development programme in place and sessions running from January 2019</li> <li>HR Surgery Calendar agreed and in place.</li> </ul>
G	<p>To develop and implement a range of survey mechanisms to monitor and measure the required cultural change and programme outcomes.</p>	<p>OD Manager</p>	<p>June 2018 October 2018 February 2019 June 2019</p>	<ul style="list-style-type: none"> <li>Approach to staff survey and temperature testing agreed</li> <li>Temperature test run</li> <li>Further temperature test planned</li> <li>Framework of measures agreed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Temperature Test completed in October 2018 and February/March 2019.</li> <li>A dashboard of measures for the Culture programme has been set up in Corvu.</li> </ul>
H	<p>To develop a framework of cultural principles and supporting toolkit to inform and align the Brighter Future Together Brighter Future Together Transformation Programme</p>	<p>Head of HR</p>	<p>October 2018  March 2019</p>	<ul style="list-style-type: none"> <li>Cultural principles defined</li> <li>"Culture Check" toolkit/ mechanisms in place</li> <li>Training if required</li> </ul>	<ul style="list-style-type: none"> <li>Vision, values and behaviours now in place. Complete.</li> <li>My Conversation Toolkits developed and pilot completed with planned by May 2019.</li> <li>Work has commenced to create a Transformation Toolkit. This is complex and needs to align to</li> </ul>

					other aspects within the organisation relating to change and transformation programmes to ensure that it is effective.
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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"> <li>NJC pay spine implemented</li> <li>Gender Pay Gap report</li> <li>Scoping for the way forward regarding PRP for senior managers</li> </ul>	<ul style="list-style-type: none"> <li>Joint Working Group have concluded their work. Proposal for NJC Pay Spine agreed with CLT and shared with the Unions. On going discussions/negotiation with the unions continues.</li> <li>Options paper for Senior Manager Pay review submitted to CLT.</li> </ul>
	To undertake statutory pay reporting requirements.	HR Policy/ Strategy	March 2019	<ul style="list-style-type: none"> <li>Gender Pay Gap</li> <li>Pay Policy Statement 2019/20</li> <li>Transparency code requirements</li> </ul>	<ul style="list-style-type: none"> <li>Pay Policy Statement agreed at full Council.</li> <li>Gender Pay Gap Report prepared for agreement.</li> <li>Transparency reporting prepared for agreement.</li> </ul>
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"> <li>Phase 2 policy review complete</li> <li>Phase 3 policy review complete</li> <li>Phase 4 policy review complete</li> <li>Impact implications determined</li> </ul>	<ul style="list-style-type: none"> <li>Work on Phase 1,2 and 3 completed and submitted to Portfolio Holder for sign off. Work on remaining policies underway scheduled for completion by March/April 2019</li> </ul>
BF	To review and promote the range of employee benefits and	HR Strategy	March 2019	<ul style="list-style-type: none"> <li>Take up of schemes</li> <li>Usage of Employee Assistance</li> </ul>	<ul style="list-style-type: none"> <li>Items included in Team Voice</li> </ul>

	salary sacrifice schemes to support the employee deal and ensure efficient and effective usage.			Programme	<ul style="list-style-type: none"> <li>• Work underway to procure a new provider for the Rewards Centre portal.</li> </ul>
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"> <li>• New system implemented (Business World interface)</li> <li>• Recruitment policy and procedure implemented</li> <li>• Toolkits, standards, procedure, e-learning etc. in place aligned with behaviours</li> <li>• Introduce KPIs for recruitment</li> <li>• Positive feedback received from managers</li> </ul>	<ul style="list-style-type: none"> <li>• Complete – new system launched in November 2018.</li> <li>• New Recruitment Policy and Procedure agreed.</li> <li>• Complete - Recruitment Toolkit and training in place to support recruiting managers.</li> <li>• New job description templates in place.</li> </ul>
BF	To provide a clear induction programme for all staff.	WFD Manager	April 2019 Ongoing	<ul style="list-style-type: none"> <li>• Programme refreshed, in place and communicated</li> <li>• % of new staff enrolled onto induction programmes</li> <li>• % of new staff completing induction programme</li> <li>• Feedback on induction process</li> </ul>	<ul style="list-style-type: none"> <li>• New programme in development</li> <li>• E-learning element to upload prior to implementation of new LMS so staff can access</li> <li>• Implementation of new LMS tbc. (Related to Business World implementation) will release full functionality of programme.</li> </ul>
BF	To review the current appraisal process to consider in particular the inclusion of 360-degree feedback.	WFD Manager/ OD Manager	October 2018	<ul style="list-style-type: none"> <li>• Review of current and best practice completed</li> <li>• New oracle replacement system and toolkit in place</li> </ul>	<ul style="list-style-type: none"> <li>• Review completed</li> <li>• New process agreed in light of Business World timeline amendments</li> </ul>

			Ongoing	<ul style="list-style-type: none"> <li>• 360 approach and tools in place</li> <li>• Number of appraisals initiated, reviewed and completed</li> <li>• Number of 360 undertaken</li> <li>• Reported impact of appraisal system on organisation objective achievement and personal development</li> <li>• Training and development requirements fed into WFD planning</li> </ul>	<ul style="list-style-type: none"> <li>• New system to be implemented following Business World</li> <li>• Launch of toolkits planned in April 2019 with supporting HR surgeries.</li> <li>• 360 feedback pilot to take place Q1 2019 to inform process and communications required for full launch in 2020/21</li> </ul>
	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  Ongoing	<ul style="list-style-type: none"> <li>• Statutory report submitted</li> <li>• Number of apprentices across the organisation</li> <li>• Levy spend by services, schools and ASDVs</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• 112 new apprenticeship starts for 2018/19</li> </ul>
	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"> <li>• % rate for skills audit completion – maturity matrix</li> <li>• Overall % rate for training budgets v training commissioned</li> <li>• CPD panel approvals</li> <li>• Completion of mandatory e-learning</li> <li>• Value added through evaluation and impact assessment of all training</li> <li>• Apprenticeship uptake</li> </ul>	<ul style="list-style-type: none"> <li>• Maturity matrices received from across services, actions plans shared with team managers</li> <li>• Training budgets 93% spent</li> <li>• 100% of training plans commissioned</li> <li>• 55 CPD panel approvals</li> <li>• 112 new apprenticeship starts in CEC, ASDVs and schools.</li> </ul>

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"> <li>• Apprenticeship uptake</li> <li>• Number of career pathways in place</li> <li>• Number of student placements in place</li> <li>• Number of graduate opportunities taken up</li> <li>• Take up of leadership and management training</li> <li>• Talent identification strategy in toolkit, in line with PDR process in place</li> </ul>	<ul style="list-style-type: none"> <li>• 112 new apprenticeship starts in CEC, ASDVs and schools in 2018/19</li> <li>• 15 ASYEs in Children's social care previously undertook work placements at CEC</li> <li>• 4 graduate management candidates in Adult Social Care</li> <li>• PDR process includes initial staff performance indications which will lead to talent development</li> <li>• 51 places taken up on ILM management qualifications</li> </ul>
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"> <li>• Attendance Managers action plan agreed</li> <li>• To meet the incoming target</li> </ul>	<ul style="list-style-type: none"> <li>• Top 5 reasons for absence is reported to CLT and DMTs in the Workforce Data packs</li> <li>• Reporting on length of time taken to conclude formal disciplinary and grievance cases</li> <li>• Complete &amp; ongoing.</li> </ul>
BF	To review the exit interview process and require all managers and supervisors to offer out an exit interview for	OD Manager HR Delivery Manager	December 2018	<ul style="list-style-type: none"> <li>• In line with the introduction of Business World</li> <li>• To increase the % of interviews completed</li> </ul>	<ul style="list-style-type: none"> <li>• Initial discussions and review taken place</li> <li>• Implementation reliant on B4B Dynamic Form</li> </ul>

	all staff who leave the Council.			<ul style="list-style-type: none"> <li>Findings analysed and reported quarterly</li> </ul>	<ul style="list-style-type: none"> <li>Current methods to be used in the interim</li> <li>Survey to collect exit interview statistics as an initial indicator as records are not held centrally.</li> </ul>
	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"> <li>Seek to maximise customer base and minimise losses</li> <li>Full cost recovery</li> </ul>	<ul style="list-style-type: none"> <li>Currently seeking opportunities to develop income generation and joint working with other LAs and schools</li> </ul>
	Develop bespoke offers for Multi-Academy Trusts aimed at retaining business.	Education HR Manager	Ongoing	<ul style="list-style-type: none"> <li>Seek to maintain existing MAT business and retain any newly established MATs.</li> </ul>	<ul style="list-style-type: none"> <li>Improved offer for 2018/19 which included free mediation, barred list check and EAP &amp; sliding scale of cost reduction introduced bases on number of Academies in the Trust</li> <li>Bespoke Head Teacher Workshops for Academies</li> </ul>
	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"> <li>Increase number of courses/ sessions/ briefings delivered to maintain additional income generation levels</li> </ul>	<ul style="list-style-type: none"> <li>Additional Governor training courses re Equality and Diversity and HR role for Governors in place for Autumn and Spring terms</li> <li>Updated Head Teacher/</li> </ul>

					<p>Governor training in place</p> <ul style="list-style-type: none"> <li>• Further accreditation Safer Recruitment training for Head Teachers/ Governors</li> <li>• Accredited Safer Recruitment planned for 2019</li> <li>• 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</li> </ul>
	Support schools/ academies with change management/ restructuring in the light of budgetary constraints.	Education HR Manager	Ongoing	<ul style="list-style-type: none"> <li>• Completed successful restructures</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• The team are supporting a significant number of restructures in light of 2019/20 budget allocations during the spring term 2019 which will be completed by end of May 2019</li> </ul>
	<p>To work with Executive Directors, Senior Management Teams and other staff to;</p> <ul style="list-style-type: none"> <li>- Identify business requirements for 2018/20</li> <li>- Provide a clear offer of</li> </ul>	Head of Strategic HR/ HRBP Delivery/ HRBP Schools Consultancy	Ongoing	<ul style="list-style-type: none"> <li>• Numbers of working days lost to sickness absence</li> <li>• PDR targets for completion achieved</li> <li>• HR Provides robust and 'critical friend' advice and support to</li> </ul>	<ul style="list-style-type: none"> <li>• 10.31 days' lost per FTE for full 2018/19 year compared to a target of 10 days per FTE</li> <li>• Work ongoing to define support required for Brighter Future Transformation Programme</li> <li>• Ongoing work with managers to</li> </ul>

	<p>support to the business</p> <ul style="list-style-type: none"> <li>- Collaboratively work together to fulfil the agreed KPIs for HR and delivery of corporate and service scorecard with KPIs</li> </ul>			<p>managers to adhere to timescales and appropriate actions</p> <ul style="list-style-type: none"> <li>• Provision of monthly performance data and analysis to all Directorate Management teams</li> <li>• Development and delivery of flexible suite of manager courses throughout the year (with responsive ad hoc provision as required)</li> <li>• Delivery and implementation of project plans eg. Change programmes</li> <li>• Investigator training for managers</li> </ul>	<p>ensure reviews are on schedule as part as part of the day-to-day support provided by HR delivery team and promoted through training provision and HR Surgeries.</p> <ul style="list-style-type: none"> <li>• Ongoing work with managers including first line supervisors across the organisation</li> <li>• Monthly management information established, Senior HR Officers providing in depth analysis at DMTs and other management meetings</li> <li>• HR sessions have taken place in respect of the principles of managing attendance, further HR surgeries to take place throughout 2019</li> <li>• Training workshops scheduled to support key HR initiatives being refreshed as revised policies are launched</li> <li>• Ongoing work with managers. Ongoing support and guidance to deliver MTFS savings through service redesign and restructure</li> <li>• Completed for individual programmes. Provider of investigator training identified and arranged for 2019</li> </ul>
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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"> <li>Review and align engagement plan to transformation programme</li> <li>Attendance at engagement events</li> <li>Feedback</li> <li>Creative mechanisms in place</li> <li>Support and alignment with Directorate engagement events</li> </ul>	<ul style="list-style-type: none"> <li>Complete and ongoing. Engagement events reviewed and aligned to the Brighter Future Together (Culture) programme to incorporate vision, values behaviours and employee deal. Work will continue via the embedding plan for the programme.</li> </ul>
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"> <li>Review, align and further develop strategy and plan for 18/19</li> <li>Number of staff generated initiatives</li> <li>Number of resilience training sessions held and attended</li> </ul>	<ul style="list-style-type: none"> <li>Strategy and plan aligned and agreed for 2018/19</li> <li>Created Wellbeing in Work Dashboard of Measures</li> <li>A week of wellbeing events across the Council was held in March 2019 with very positive feedback.</li> <li>4 resilience training sessions held, attended by 181 staff.</li> </ul>
BF	For all staff to have access to an independent helpline where they can raise concerns about bullying or	OD Manager/ HR Delivery Manager	September 2018	<ul style="list-style-type: none"> <li>Approach agreed and implemented</li> <li>Number of calls made</li> <li>Number of grievances/</li> </ul>	<ul style="list-style-type: none"> <li>Complete.</li> <li>A dedicated helpline to provide support to those employees experiencing</li> </ul>

	inappropriate behaviour.			whistleblowing made & resolved	inappropriate behaviour went live 6/8/18. The helpline is called Stop Bullying Behaviour and is provided by Workplace Wellness. Results from the pulse survey carried out in October 2018 suggest awareness of the helpline is high with 82% of employees that completed the survey confirming that they are aware of the helpline.
BF	For staff to feel more valued through a re-developed recognition programme.	OD Manager	Ongoing	<ul style="list-style-type: none"> <li>• Review and improve schemes</li> <li>• % increase in nominations</li> </ul>	<ul style="list-style-type: none"> <li>• The current programme has been aligned to the Vision, Behaviours and Employee Deal and renamed Making a Difference for a Brighter Future Together. Numbers of Made my Day instant recognition have significantly increased following the implementation of the What's the Conversation sessions and engagement in the monthly and annual recognition schemes is strong.</li> </ul>

	For staff to benefit from a fully flexible Occupational Health service.	H&S Manager	Ongoing	<ul style="list-style-type: none"> <li>• KPIs met</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings take place to review the OHU service, to monitor KPI compliance and to address service improvements</li> </ul>
	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"> <li>• Number of days lost due to sickness absence due to accidents</li> </ul>	<ul style="list-style-type: none"> <li>• All accidents which incur sickness absence are reviewed by the H&amp;S team and investigated as necessary. The H&amp;S team provide valuable input into the Wellbeing at Work programme</li> </ul>