

Brighter Future Together Programme (Culture) Embedding Plan

Purpose

This document outlines the activities required to ensure that the work completed as part of the Brighter Future Together (Culture) programme is embedded into business as usual activity.

The culture programme focused on how it should feel to work in Cheshire East Council and what can be expected from the council and what is expected from an individual. This is outlined in our commitments within the employee deal and demonstrated through our behaviours. The vision for workplace culture is aligned to and supports the vision for the council and its measure of success.

The aspirational objectives for the programme are set out below and these will become the main ethos for how we deliver the council objectives. Although the initial timelines for the project was set for 12 months, the work around embedding culture change is constant and ongoing.

- People say that they are proud to work for Cheshire East Council
- Our people feel valued, trusted and supported and understand the vision for the organisation and the part they play in achieving it.
- 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 organisational culture.
- All employees feel they can provide feedback, influence and feel they have their voice heard within Cheshire East Council.
- Our people are led by people who have the capability to build capacity and confidence to deliver high performing culture in a fair and consistent manner.
- Cheshire East Council becomes an employer of choice evidenced by a reduction in turnover rate and sickness absence as well as an increase in application for roles.
- Members and officers have a shared belief attitude and value and create a safe and supportive environment in which all can excel.

The outcomes outlined above will inform and influence the outcomes of the wider transformation programme in relation to the medium term financial strategy, ongoing service re-design and restructuring and 'the deal' for our residents. These will develop and evolve over the transformation programme timeline.

Vision

This Programme sits within the broader Brighter Future: Transforming our Council Together programme and can be seen as one of the key elements that underpins the whole transformation. It will be one of the main factors that will enable the council's vision of "working for a brighter future together" to be achieved.

Aims for the embedding plan

- People feel that they are proud to work for CEC
 - Cheshire East is an employer of choice
 - Decrease in number of grievances related to bullying
 - A new set of behaviours by July 2018
 - Revised/New PDR process and system by April 2019
 - Staff are supported to demonstrate the Council behaviours and vision through access to leadership and management development.
 - All new staff are recruited against the Council's behaviours.
 - Increase in the number of external applicants for roles
 - Fewer days taken for sickness
 - Increase in retention rates, evidenced by a decrease in turn over, supported by a talent management system and PDR process

Objectives for the embedding plan

- Continue to put our values, behaviours and the employee deal at the centre of how we work together to deliver our workplace vision
- Ensure that the enabling projects are linked to the overarching programme so that our improvement journey is seen as a coherent whole
- Complete all enabling projects and promote new processes, products and performance within the organisation
- Celebrate the successes of the programme and our continued cultural focus
- Continue to measure performance against cultural measures and proxy measures to inform an ongoing assessment of cultural 'temperature'
- Continue to promote effective feedback mechanisms and demonstrate how feedback was influenced and informed decision making

Key messages (to be selected and customised to particular audiences)

- Just because the programme has closed and Sticky Change are no longer working with us, it doesn't mean that we are no longer focused on workplace culture.
- We are still working to make sure that our staff are well led, valued, have a shared purpose and succeed together.
- We are working for a brighter future together.

OFFICIAL

Cheshire East Council
Appendix 4

- We are very grateful for the work done so far by everyone, including our Brighter Future Community, and will continue to value this work in future.
- Our values, behaviours and the employee deal will shape the way we work together.
- The enabling projects are putting in place tangible improvements to the way we operate
- The culture programme is now part of the organisation wide improvement programme 'Transforming our Council Together'
- Our values, behaviours and employee deal will shape how we develop and implement 'Transforming our Council Together'
- If you see something that concerns you, call it out
- If you have an idea for improvement, share it
- Be open to challenge and new ways of thinking and working – live the values
- Bullying is always unacceptable. But, while concerns about a bullying culture have circulated around this programme, the programme and workplace vision has always been about so much more.

Key Stakeholders

- Employees
- Agency staff and consultants
- Non-e-enabled staff and agency workers
- Staff who are not in work for any part of the programme (sick, maternity leave, suspended etc)
- Members
- Cabinet
- Group leaders
- Staffing committee
- Corporate Leadership team
- Wider Leadership Team (WLT)
- Wider Leadership Community (WLC)
- Supervisors and managers
- Peer organisations
- Partners
- Contractors / suppliers
- Trade unions
- Residents
- Service Users
- Local Media
- National Media

OFFICIAL

Strategies

Work stream	Actions for embedding	Due date
Communications	<p>Develop an internal communications and employee engagement strategy that sets out the principles under which all internal engagement will be undertaken and a comprehensive programme of work for 2019/20.</p> <p>The strategy and plan will bring together activities that are specifically focussed on promotion of and engagement around the values, behaviours, employee deal and toolkits. It will also set out how all engagement around the enabling projects, transformation programme and other internal activities (including staff survey) will be linked to, will support and will embed our workplace vision.</p> <p>Further work will also be undertaken to promote the benefits and achievements of the programme externally. For example, the work will continue to be scrutinised and we must be ready with position statements to set out the costs, benefits and achievements of the work.</p> <p>Equally, we have a powerful story to tell to peers regarding our journey and we can showcase this work through awards entries and contributions to industry journals, conferences, seminars, round tables etc.</p>	Internal communications and employee engagement strategy agreed and in place by 30/04/19
The Employee Deal	Raise awareness and understanding through the My Conversations	Share My Conversation Toolkits April 2019
	Link into business as usual activity via Team Planning, WLT and WLC events	WLT / WLC and CEC Manager Conference Events planned and content outlined for 2019
	Link into business as usual communication in support of describing the climate that the Council wants to create.	Immediate and ongoing
	Communicate the results of the Brighter Future Pulse survey and take appropriate actions	April 2019

Cheshire East Council
Appendix 4

	Schedule regular pulse surveys to continue to test how it feels to work in Cheshire East Council	May 2019
HR Policies and procedures	Communicate to the workforce Provide Training for Managers where appropriate.	April 2019 and ongoing as policies agreed with TU
	Ensure HR Delivery colleagues understand and apply the policies.	April 2019 via joint workshops
Pay and rewards	To ensure tone and culture is considered in business as usual activity	Ongoing
Coaching programme	Develop the coaching skills of managers for specific conversations	April 2019 and ongoing as per the plan
	Develop, implement and launch a Coaching Toolkit	April 2019 and ongoing as per the plan
Recognition	Review the Making a Difference monthly scheme to reflect the 2018 Making a Difference for a Brighter Future Awards	Completed and re-launched March 2019
	Ensure that the values, behaviours and employee deal form part of the revised scheme	Complete
	Review the number of Made my Day sent each month	Ongoing
Staff surveys	Develop a programme of pulse surveys following the full staff survey in July	October 2019
Wellbeing	Continue to promote the Stop Bullying Behaviour helpline	Ongoing
	Encourage well-being discussions through My Conversations	April 2019 and ongoing
	Highlight the links to the values, behaviours and employee deal within the regular Well-being Newsletter	June 2019
	Implement aligned Exit Interview process with introduction of BW	June 2019 (subject to BW implementation)
Appraisal and 360	Release of toolkit across the organisation	April 2019
	Communicate procedure for 2019/20	Complete April 2019 with ongoing communications to support
	Include in HR Surgery sessions	April 2019

OFFICIAL

Cheshire East Council
Appendix 4

	Prepare implementation for LMS recording system and 360 approach for 2020/21 launch	June 2019
Induction	Collect feedback from a What's the Conversation session as part of the Corporate induction event	Complete
	Upload modules and handbook to e-learning platform	April 2019
	Add materials (handbook and checklist) to CEntranet	April 2019
	Communicate new materials across organisation	April 2019
	Prepare implementation plan for 2020/21 launch of new LMS to add interactive features	July 2019
Skills audit and professional development	Ongoing delivery of leadership and management development programme	In place & ongoing
	Provision of Having the Conversation overview for new managers to the Council.	In place & ongoing
	Ongoing provision of a HR Surgery calendar to provide managers with support in managing their staff	In place & ongoing
Recruitment	Roll out of recruitment toolkit to managers including revised JD template.	April 2019
	Delivery of training on behavioural based recruitment and selection	June 2019
	Further update of Council's recruitment web pages to position as an employer of choice.	June 2019
	Introduction of a web based behavioural selection quiz within the recruitment process.	Sept 2019
Member development and standards	To continue with the Member Forum with the new Council as agreed at the meeting 6 th March with the objective of continuing to work closely with the Brighter Future Community to gain greater understanding of respective roles and aid closer working relationships.	May 2019
	Review and revise Terms of Reference of the Member Forum to reflect the formal role of embedding member behaviour	May 2019

OFFICIAL

	Design and deliver a training module for new members incorporating the vision for workplace culture, values and member behaviours.	April & May 2019
--	--	------------------

Brighter Future Community

The Brighter Future Community will continue to meet on a monthly basis in order to share their feedback relating to embedding the culture work and offer key insights to new initiatives being in relation to the ongoing culture work. The Brighter Future Community are keen to continue to develop relationships with the Member Forum in order to promote better understanding of the officer / member role and to foster better working relationships.

Measures

Benefits of the culture programme will continue to be measured via the Brighter Future Together (Culture) Scorecard, employee surveys and feedback from the Brighter Future Community.

Review

The embedding plan will be incorporated into business as usual activity and will be reviewed as part of the monthly Culture Steering Group.

The exception to this will be subject to any key dependencies identified as part of the Brighter Future- Transforming Our Council Together.