

Culture - Embedding Plan

Key work/activity completed since last update

Work stream	Actions for embedding	Due date	Comments	Status
Communications	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. 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.	Internal communications and employee engagement strategy agreed and in place by 1 November 2019.	Draft strategy to be shared with stakeholders during October 2019.	In progress
The Employee Deal	Raise awareness and understanding through the My Conversations	April 2019	Complete	
	Share My Conversation Toolkits	April 2019	Complete	
	Run My Conversation Drop in Sessions throughout May and June in the main buildings	June 2019	Complete	
	Share success stories in Team Voice on a regular basis		Complete and business as usual	
	Link into business as usual activity via Team Planning, WLT and WLC events	May 2019	Complete WLT / WLC and CEC Manager Conference	

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			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.		Complete / business as usual	
	Develop and communicate a case study within each directorate as to how they are upholding the Employee Deal Run a feature in Team Voice to communicate the best practice	October 2019 following results of Staff Survey October 2019	On schedule – OD Team working through a pilot	
HR Policies and procedures	Communicate to the workforce Provide Training for Managers where appropriate	April 2019 and ongoing as policies agreed with Trade Unions	Communication taken place, training ongoing	
	Ensure HR Delivery colleagues understand and apply the policies	June 2019 via joint workshops	Complete	
Pay and rewards	To ensure tone and culture is considered in business as usual activity	Ongoing	Complete / business as usual	
Coaching programme	Develop the coaching skills of managers for specific conversations			
	Coaching Questions to be included on O Ring key cards for managers / everyone	August 2019	Complete	
	O Ring cards to be distributed to all employees	August 2019	Complete	
	O Ring cards to be included in Corporate Induction packs	October 2019	Complete	
	Develop a Cheshire East Coaching Workshop and run Coaching workshop pilot	August 2019	Draft to complement the Management Development Programme	
	Implement Coaching Workshop	From October 2019		

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	Share Coaching Conversations Pod Casts / Videos	October / November 2019		
	Develop, implement and launch a Coaching Toolkit Refresh Centranet Page for Coaching Resources	October 2019 May 2019	In progress and on schedule Complete	
Recognition	Review the Making a Difference monthly scheme to reflect the 2018 Making a Difference for a Brighter Future Awards Ensure that the values, behaviours and employee deal form part of the revised scheme	Completed and re-launched March 2019	Complete	
	Review the number of Made my Day sent each month	March 2019 and ongoing	216 Made my Days sent in July (most in one month ever)	
Staff surveys	Develop a programme of employee surveys	April 2019	Complete	
	Communicate the results of the Brighter Future Pulse Survey and take relevant actions	May 2019	Complete	
	Implement Full Staff Survey linked to our vision for workplace culture	July 2019	Complete	
	Create a toolkit and conversation template for sharing the results and noting actions	August 2019	Complete	
	Communicate to managers the process for sharing the results and taking feedback	October 2019		
	Collate action plans, review and progress in collaboration with Brighter Future Champions	From October 2019		
	Run Pulse Surveys	January 2020		
Wellbeing	Continue to promote the Stop Bullying Behaviour (SBB) helpline	Ongoing		

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	Review and consider merging the SBB with the Employee Assistance Programme	November 2019		
	Encourage well-being discussions through My Conversations	May / June 2019	Complete	
	Highlight My Conversations in the summer well-being newsletter	July 2019	Complete	
	Highlight the links to the values, behaviours and employee deal within the regular Well-being Newsletter	July 2019 and ongoing	Complete	
	Run a Well-being event fortnight	September 2019	Complete	
	Implement aligned Exit Interview process with introduction of Business World (BW)	Date TBD (subject to BW implementation)		
	Develop an improved Exit interview process as interim solution prior to the implementation of BW	October 2019	On schedule Electronic questionnaire drafted – collating feedback and comments	
Appraisal and 360	Release of toolkit across the organisation	April 2019	Complete	
	Communicate procedure for 2019/20	March 2019	Complete	
	Include in HR Surgery sessions	April 2019	Complete. Surgeries also held in May and June	
	Prepare implementation for Learning Management System (LMS) recording system and 360 approach for 2020/21 launch	Dec 2019		
Induction	Collect feedback from a What's the Conversation session as part of the Corporate induction event	March 2019	Complete and business as usual	
	Upload modules and handbook to e-learning	August 2019	Can only be implemented	

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	platform		with new LMS system which is dependent on BW.	
	Include “meet your BFC Champion” to the Check-list	September 2019	Complete	
	Develop and implement an electronic induction document for managers as an interim solution	September 2019	Complete – available on Cetranet and communicated in Team Voice	
	Develop and implement an electronic induction document for everyone as an interim solution	October 2019	In progress and on schedule	
	Prepare implementation plan for 2020/21 launch of new LMS to add interactive features	Jan 2020		
Skills audit and professional development	Ongoing delivery of leadership and management development programme	In place & ongoing	Business as usual (BAU)	
	Provision of Having the Conversation overview for new managers to the Council.	In place & ongoing	BAU	
	Ongoing provision of a HR Surgery calendar to provide managers with support in managing their staff	In place & ongoing	BAU	
Recruitment	Recruitment Policy sign off by Portfolio Holder	May 2019	Complete	
	Roll out of recruitment toolkit to managers including revised JD template.	May 2019	Complete	
	Delivery of training on behavioural based recruitment and selection	June 2019	Commissioned and commence in September 2019	
	Reflect the behavioural based recruitment and selection in the delivery of on-going recruitment and selection training by HR Delivery	October 2019		

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	Further update of Council's recruitment web pages to position as an employer of choice.	October 2019		
	Introduction of a web based behavioural selection quiz within the recruitment process.	October 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. Schedule a date for the first meeting following the Council elections Create an action plan to embed the Member behaviours and foster closer working relationships with BFC and officers	November 2019 November 2019	Cllr. Jill Rhodes to Chair the Member Forum. Meeting took place in September. Complete	
	Review and revise Terms of Reference of the Member Forum to reflect the formal role of embedding member behaviour	November 2019		
	Design and deliver a training module for new members incorporating the vision for workplace culture, values and member behaviours.	April & May 2019	Complete	