

Staffing Committee Agenda

Date: Thursday 4th October 2018
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the top of each report.

It should be noted that Part 1 items of Cheshire East Council decision making meetings are audio recorded and the recordings are uploaded to the Council's website.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**
2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Public Speaking Time/Open Session**

In accordance with paragraph 2.32 of the Committee Procedural Rules and Appendix 7 of the Rules a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the body in question.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Members of the public wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable an informed answer to be given. It is not required to give notice of the intention to make use of public speaking provision, however, as a matter of courtesy, a period of 24 hours notice is encouraged.

4. **Minutes of Previous Meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 23 July 2018.

5. **HR and Health and Safety - Q2 Update Report** (Pages 7 - 36)

To consider a report on the progress of the Council's People Plan 2018-20 and on Health and Safety, Human Resources and Organisational Development items.

6. **Wellbeing in Work Strategy 2018-19** (Pages 37 - 54)

To consider an update report on Wellbeing in Work.

7. **Brighter Future Together (Culture) Programme** (Pages 55 - 68)

To consider a report on progress with the Brighter Future Together (Culture) Programme and to receive a verbal update from Councillor B Moran on the Staffing Committee's assurance role.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Monday, 23rd July, 2018 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)

Councillors G Baggott, Rachel Bailey, M Deakin, JP Findlow (substitute for Cllr G Barton), D Flude, J Jackson and M Parsons

Officers in attendance

Kath O'Dwyer, Acting Chief Executive
Sara Duncalf, Acting HR Business Partner, Delivery
Sarah Allcock, Senior Manager, Workforce Development
Emma Morris, Interim Organisational Development Manager
Nina Lingard, Employment Solicitor
Rachel Graves, Democratic Services Officer

Councillor B Moran advised that he would be leaving the meeting as he was attending a family funeral and called for nominations for a Chairman for the meeting.

It was moved, seconded and voted on that Councillor JP Findlow be appointed as Chairman for the meeting.

Councillor JP Findlow in the chair.

1 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Gary Barton.

2 DECLARATIONS OF INTEREST

Councillor J Jackson declared that she was a member of GMB.

3 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public present wished to speak.

4 MINUTES OF PREVIOUS MEETING

Minute 40 – HR and Health and Safety – Q4 Update Report

It was reported that 103 schools had bought into the Education HR Consultancy service for 2018/19.

RESOLVED:

That the minutes of the meeting held on 26 April 2018 be confirmed as a correct record.

5 HR AND HEALTH AND SAFETY - Q1 UPDATE REPORT

The Committee considered a report on the progress with the Council's People Plan 2018/20.

The report provided details on the progress on the areas of work identified for the three objectives linked to the Brighter Future Together Whole Organisation Transformation Programme:

1. Our Culture – establishing and enabling our workplace vision
2. Our Organisation Development and Delivery
3. Our Employee Experience.

The report also provided details on HR Performance Data for Quarter 1, which included headcount and employee turnover, voluntary redundancy and working days lost to sickness absence, and also a summary of accident and incidents in April and May 2018.

Work was continuing on the review of HR Policies, with discussion taking place with the Trade Unions on the sickness absence policy and a draft Capability Policy. Draft policies in respect of Attendance Management, Organisational Change and Leaving the Council would be shared with the Committee in due course.

A total of 28 employees had left the Council through MARS on 30 June. An overview of the MARS applications was circulated at the meeting, which showed a breakdown of grade, gender, age and length of service of applicants and the financial savings of the approved applications.

RESOLVED:

That the report be noted.

6 ATTENDANCE MANAGEMENT

The Committee considered a report on Attendance Management which included details of current levels of absence levels and patterns of absence, attendance management performance reporting arrangements and an Action Plan to promote and support attendance management.

As part of the review of HR policies, a simplified and integrated Attendance Management policy and procedure for long and short term absences was being developed and was expected to be implemented in July 2018.

The Action Plan developed included the three outstanding actions from the Staffing Committee Working Group report of April 2017.

It was suggested the Corporate Leadership Team action to agree the annual absence targets be carried out in consultation with Cabinet and the Staffing Committee.

Reference was made to the Employee Assistance Programme and the numbers of staff using it. It was agreed that numbers using the Programme would be provided to the Committee members.

RESOLVED: That

- 1 the report be noted; and
- 2 the Action Plan, at Appendix 2 to the Report, be amended to show that the responsibility for agreeing the annual absence target to read “Agree annual absence targets, in consultation with Cabinet and Staffing Committee.”

7 WELLBEING IN WORK STRATEGY 2018-19

The Committee considered a report which provided an update on Wellbeing in Work.

It was recognised that many area of the Council's work directly or indirectly impacted on staff wellbeing, alongside of manager style and standards. A Wellbeing in Work framework had been developed which focused on five interconnecting objectives and a supporting programme of initiatives – as detailed in Appendix 1 to the report. The objectives were aligned with the “Working for a Brighter Future – Together” work and vision for workplace culture.

RESOLVED:

That the report be noted.

8 BRIGHTER FUTURE TOGETHER (CULTURE) PROGRAMME

The Committee considered a report which provided an update on the Brighter Future Together (Culture) Programme.

The name of the programme had been changed from Brighter Future Transformation Programme to the Brighter Future Together (Culture) Programme to reflect that this programme was a key part of the Council's Whole Organisational Transformation Programme.

From the Starting the Conversation Workshops held with staff and Elected Members and the Starting the Conversation Survey, a Vision for Workplace Culture and an Employee Deal were developed. A Member

Behaviour Framework had also been developed. These were to be launched at special events at each Council building on Thursday 26 July 2018.

As part of the Staffing Committee's Assurance Role, Councillors Barry Moran and Dorothy Flude had met and looked at the programme structure, governance arrangements and terms of references and had concluded that the processes in place were working well.

RESOLVED:

That the report be noted.

The meeting commenced at 2.00 pm and concluded at 3.15 pm

Councillor JP Findlow (Chairman)



Working for a brighter future together

Staffing Committee

Date of Meeting: 04 October 2018

Report Title: HR and Health and Safety – Q2 Update Report

Portfolio Holder: Cllr Paul Findlow - Portfolio Holder for Corporate Policy and Legal Services

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

- 1.1. To update the Committee on the progress of the Council's People Plan 2018-20 to include Health and Safety, Human Resources (HR) and Organisational Development (OD) items.
- 1.2. The purpose of the report is to ensure Members are kept up to date with HR and OD developments and that the Committee's Terms of Reference are followed.

2. Recommendation

- 2.1. To note the report.

3. Reasons for Recommendation/s

- 3.1. To ensure Members are kept up to date with HR and OD developments and that the Committee's Terms of Reference are followed.

4. Other Options Considered

- 4.1. Not applicable.

5. Background

- 5.1. The Council has ambitious plans for the coming years, embedding a compelling vision which recognises the need for change and looks to a new future. The People Plan 2018-20 supports the delivery of these plans through three objective areas relating to the cultural change element of the

Brighter Future Together Whole Organisational Transformation Programme which are summarised below;

1. Our Culture – establishing and enabling our workplace vision
 2. Our organisational development and delivery
 3. Our employee experience
- 5.2. A copy of the People Plan 2018-20 is attached at Appendix One to this report. The plan outlines the priorities being focused on to deliver the three objective areas, highlighting the related priorities for the Brighter Future Together (Culture) programme. Staffing Committee members are asked to note progress.

6. HR POLICY REVIEW

- 6.1. Work is continuing on the next phase of the policy review and positive discussions have taken place with the Trade Unions in relation to the Attendance Management and Wellbeing policies and procedures. Initial drafts of the policies and procedures have been shared with the Trade Unions and continued discussion is intended to take place on 17th October following sharing of firm drafts of both policies. The main elements included in the policy and procedures changes are:
- Greater focus on wellbeing
 - Updates in terms of Occupational Health
 - More detail on staff reporting absence
 - More flexibility in terms of conducting return to work discussions
 - Reference to sick pay entitlements and the sick pay scheme
- 6.2. New policies were launched on 1st April 2018 in respect of Disciplinary, Grievance and Dignity at Work. As a result of feedback received and in line with good practice, a review is currently underway in respect of the Disciplinary and Grievance policies which is leading to some minor amendments; these will be shared with Staffing Committee members in the near future.
- 6.3. A draft Capability policy and procedure has been shared with the Trade Unions and following further work the policy and procedure are nearing completion. It is anticipated that the updated policy will be shared with Trade Unions by the end of September 2018. Amendments have been made to the completion timeline within the People Plan 2018-20 to reflect changes in resources and priorities. Draft policies in respect of Leaving the Council, Flexible Working and Parental/Family leave (including maternity, adoption, paternity) are also in progress with the intention to share these with Trade Unions by the end of September 2018.

6.4. The e-learning package developed to support the updated Dignity at Work policy continues to be promoted to staff across the Council. As at 11th September 2018 completion rates are outlined below;

- Dignity at Work 54%
- Disciplinary Procedure 67% (managers and supervisors)
- Grievance Procedure 58% (managers and supervisors)

Communication with individuals and their managers continues to ensure completion of this key training.

6.5. Further tailored approaches are ongoing to meet the needs of all employees to ensure completion of this training. For employees without access to email or e-learning, key learning summary packs have been shared with managers for discussion within team meetings.

7. ATTENDANCE MANAGEMENT UPDATE

7.1. The Attendance Management Action Plan is progressing well against schedule.

7.2. A governance framework has been implemented and forms part of the regular information provided to Directorate Management Teams, managers and HR representatives as well as to the Corporate Policy and Legal Services Portfolio Holder and Staffing Committee. There will be an ongoing process to review and refine this information moving forward. This framework provides the basis to enable appropriate monitoring of absence levels in relation to the target of 10 days' absence per FTE in 2018/19. The current level as shown in paragraph 12.4 is 4.92 days' absence per FTE for Quarters One and Two.

7.3. There are a range of measures to support managers with attendance management which include training sessions for line managers. This training will be refreshed to coincide with the launch of the new attendance management policy and procedure which is due to take place as part of the implementation of the policy and procedure. In addition, HR surgeries are being introduced in response to feedback from managers through the Brighter Future Together (Culture) Transformation Programme. These will be short sessions through which to advise managers on key HR topics enabling them to apply learning operationally; attendance management will be a key theme for a number of these drop-in events across the Council.

7.4. To ensure that the Council's policies, procedures and practice reflect best practice, insight has been gained into the practice of other Local Authorities with a view to incorporating some initiatives such as proactive well-being initiatives and attendance management procedures to be confident that ways of working at the Council remain current and fit for purpose.

8. NATIONAL PAY REVIEW

- 8.1. The National Employers made a revised final pay offer for Chief Officers to the Trade Unions of 2% from 1st April 2018 and 2% from 1st April 2019 which has now been agreed.

9. EDUCATION HR CONSULTANCY

- 9.1. An improved package (including Employee Assistance Programme offer, free mediation and Barred List check service) is offered to schools and academies for 2018/19 recognising the increasingly competitive market within which the Council is offering the buy-back of Education HR Consultancy Services.
- 9.2. Buy-back has reduced due to the increasing number of Multi-Academy Trusts with their own HR function. A number of new training interventions have been offered aimed at increasing income as part of the Corporate Governor Training Programme as well as specific and focused training.

10. APPRENTICESHIPS STATUTORY REPORTING

- 10.1 The Council has worked to increase the number of apprentices in the organisation since the introduction of the apprenticeship levy in April 2017.
- 10.2 As part of these reforms, the Council is now required to report annually to the Department for Education on its progress towards meeting a new target introduced by the Government of 180 new apprenticeship starts. This total was disaggregated across each area of the Council resulting in 96 new apprenticeship starts required across the Council and ASDVs and 84 across maintained schools. During 2017/18, 79 new apprenticeships were started across the Council and ASDVs, representing an achievement rate of 82% compared to an average of 66% for local authorities. 28 of these were new starters to the Council and 51 were existing staff.
- 10.3 The take-up of apprenticeships by maintained schools across Cheshire East has been slow, despite significant interventions which has presented an ongoing challenge in meeting the target number of apprenticeships overall across the Council. This is a trend that is replicated in Local Authorities across the Country and intervention work will continue during 2018/19.

11. HEALTH AND SAFETY

11.1 Accident & Incident Summary Data Q2 2018/19 (1.7.18 – 31.8.18)

Q1: 2018–2019		577		4	
Q2: (part)		235		2	
Corporate Core		RIDDOR ¹		Schools	
192		1		43	
				RIDDOR	
				1	

11.2 Accident & Incident July 2018 Summary

		Council Employees (average head count): 3565	Schools Employees (average head count): 3554
Accidents	Employees	17	12
Average Accident Rate Factor (Employees)		4.8%	3.4%
	MOTP ²	74	29
Incidents	Employees	2	0
	MOTP	23	2
A&I Total		116	43

		Council	Schools
RIDDOR	Employees	0	1
	MOTP	0	0
RIDDOR Total		0	1

There were no RIDDOR reportable accidents in the corporate core in July.

The RIDDOR reportable accident in the schools in July involved a member of staff who was assisting putting up goal posts with three other employees. His hand slipped and he cut his finger. He lost his balance from the ladder and fell a short distance to the floor. He required hospital treatment.

There were no accidents or incidents involving the HSE in July.

¹ RIDDOR – The Reporting of Injuries, Diseases and Dangerous Occurrence Regulations

² MOTP – Members of the Public

11.3 Accident & Incident August 2018 Summary

		Council Employees (average head count): 3186	Schools Employees (average head count): 3164
Accidents	Employees	13	0
Average Accident Rate Factor (Employees)		4%	0%
	MOTP	47	0
Incidents	Employees	2	0
	MOTP	14	0
A&I Total		76	0

		Council	Schools
RIDDOR	Employees	0	0
	MOTP	1	0
RIDDOR Total		1	0

The RIDDOR reportable accident in the corporate core occurred on the Salt Line and Borrow Pit Meadows. Whilst taking a photograph, a member of the public stepped back and his foot made contact with sharp object protruding from ground, causing puncture wound to bottom of their foot. This required hospital treatment.

There were no incidents or accidents involving the HSE in August.

11.4 Corporate Health and Safety Training Programme

14 courses were delivered to CEC and School staff during April - June 2018 to 92 Corporate employees and 30 School employees:

NO. OF COURSES	COURSE	ATTENDEES
2	First Aid at Work course (3 days)	20 11 Corporate 9 School
2	First Aid Re-qualification course (2 day)	13 10 Corporate 3 School
2	Emergency First Aid at Work (1 day)	15 13 Corporate 2 School
1	HSE First Aid Refresher (half day)	10 7 Corporate 3 School
1	Caretaker's Course (1 day)	12 1 Corporate 11 School
1	Defibrillator Training / Annual Refresher Course (2 hour)	11 Corporate
2	PRIME Accident Reporting training (half day)	17 8 Corporate 9 School
2	IOSH Managing Safely (4 days)	8 4 School 4 corporate
1	IOSH Managing Safely Refresher (1 day)	1 Corporate
14	TOTALS	92 53 Corporate 39 Schools

11.5 Corporate Health and Safety Training Programme (Q2 in part) 01.07.18 – 31.08.18

1 course was delivered to CEC and School staff during July - August 2018 to 3 Corporate employees:

NO. OF COURSES	COURSE	ATTENDEES
1	Defibrillator Annual Refresher / Training Session	3 Corporate
1	TOTAL	3 Corporate

12. HR PERFORMANCE DATA – 1st June to 31st August 2018**12.1 Headcount & FTE** (Excluding schools, agency workers and casuals)

Date	Headcount	Change from Previous Year (%)	Change from previous year (excluding ASDV TUPE Transfers) (%)	FTE	Change from Previous Year (%)	Change from previous year (excluding ASDV TUPE Transfers (%)
30 Apr 2012	5,449	-7.01	NA	4080.2	-6.96	NA
30 Apr 2013	5,103	-6.35	NA	3880.7	-4.89	NA
30 Apr 2014	4,403	-13.72	-6.87	3232.7	-16.70	-8.28
30 Apr 2015	3,812	-13.42	-1.01	2883.5	-10.80	-0.19
30 Apr 2016	3,763	-1.29	-0.74	2891.7	0.28	1.02
30 Apr 2017	3,623	-3.72	NA	2835.3	-1.95	NA
30 Apr 2018	3,587	-0.99	NA	2824.5	-0.38	NA
31 Aug 2018	3554	NA	NA	2798.0	NA	NA

Between April 2012 and August 2018, the overall Council employee headcount has reduced by 34.8% and the overall number of Council FTE employees has decreased by 31.4%. Between April 2014 and August 2018, the overall Council employee headcount reduced by 19.3% and the overall number of Council FTE employees decreased by 13.4% over the same period. However, as described previously, the larger (>10%) reductions in staffing between both 2013-14 and 2014-15 include staff TUPE transferring to ASDVs. Between April 2018 and August 2018, the overall Council employee headcount has reduced by 0.9%, with the number of FTE employees also decreasing by 0.9% over the same period.

12.2 Leavers & Turnover (Excluding schools, agency workers and casuals)

Financial Year	Overall Headcount of Leavers	Overall Employee Turnover (%)	Headcount of Leavers without TUPE Transfers	Turnover without TUPE Transfers (%)
2009-10	838	13.2	838	13.2
2010-11	931	15.5	931	15.5
2011-12	830	14.7	830	14.7
2012-13	657	12.5	657	12.5
2013-14	1019	21.4	650	13.7
2014-15	1030	25.1	506	12.3
2015-16	566	14.9	545	14.4
2016-17	458	12.3	458	12.3
2017-18	402	11.1	391	10.8
Apr – Aug 2017*	183	5.1	183	5.1
Apr – Aug 2018	207	5.8	194	5.4

**This figure is proportionate of Q2 figures for 2017/18.*

The table above shows the cumulative headcount of leavers between April and August 2018, including employees who TUPE transferred to ASDVs. This figure is

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higher than the proportionate number of leavers at the end of August 2017. This is due to the Mutually Agreed Resignation Scheme which elevated leaver figures during the first quarter of 2018-19. This is reflected in the overall employee turnover rate of 5.8% between April and August 2018. If TUPE transfers are analysed separately, there were 194 leavers due to other reasons which are summarised below. The corresponding turnover rate for all other leaving reasons is therefore 5.4%.

There were 150 resignations between April and August 2018, including 28 successful MARS applications. Resignations remain the most common leaving reason and the turnover rate due to resignations only is 4.2% over this period.

Financial Year	Resignation Headcount	Employee Turnover by Resignation (%)
2009-10	390	6.2
2010-11	362	6.0
2011-12	307	5.4
2012-13	324	6.1
2013-14	354	7.4
2014-15	301	7.3
2015-16	305	8.1
2016-17	311	8.4
2017-18	287	8.0
April – Aug 2017*	133	4.4
April – Aug 2018	150	4.2

**This figure is proportionate of Q2 figures for 2017/18.*

The distribution of leaving reasons has been broadly categorised below. The 'Unsatisfactory' category captures those who left following an unsatisfactory probation period, gross misconduct, or disciplinary action. The 'Other' category here reflects leavers as a result of mutual termination or death.

Leaving Reason	Headcount	Proportion of all Leavers (%)
Resignation (including MARS)	150 (28)	72.5 (13.5)
Retirement	19	9.2
Redundancy	10	4.8
End of Contract	6	2.9
Unsatisfactory	4	1.9
Other	5	2.4

12.3 Redundancy

Eleven people have left the Council under voluntary redundancy terms between 1 April and 31 August 2018. The total severance cost was £453,900 inclusive of redundancy and actuarial costs. Over the next five years, this reduction is estimated to save the Council over £1,362,870.

Year	Number of voluntary redundancies	Number of compulsory redundancies
2009 - 2010	280	0
2010 - 2011	399	0
2011 - 2012	264	4
2012 - 2013	94	2
2013 - 2014	124	4
2014 - 2015	30	0
2015 - 2016	98	1
2016 - 2017	22	1
2017 - 2018	22	1
April – August 2018	11	0

12.4 BVPI 12: Days Lost to Sickness Absence per FTE Employee

Financial Year	Cumulative Absence at the end of Q2	Full Year Absence Rate
2011-12	5.32	11.67
2012-13	5.78	12.03
2013-14	5.26	11.33
2014-15	5.58	11.97
2015-16	5.19	11.14
2016-17	5.31	11.14
2017-18	4.98	11.18
April – Aug 2018	4.91	NA
Sep 17 – Aug 18	NA	11.11

The table above shows the absence rate for Cheshire East Council between the beginning of the financial year and the end of August 2018. This is comparable with previous quarter two data, although it is important to note that the current report does not include data from September 2018. However, the current cumulative figure of 4.91 days lost is almost level with the 2017-18 Q2 figure of 4.98, indicating that there may be an increase in absence in 2018-19 compared to the same point in the previous year.

12.5 HR Casework

The HR Team continues to work with management to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes for the concerns raised. The table below sets out those cases that were considered through HR formal procedures. There have been no member appeals during July and August 2018.

Summary of current formal case work by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at May 2016	4	2	3	1	1
As at Sept 2016	4	0	1	1	1
As at Dec 2016	4	6	6	1	0
As at March 2017	6	4	6	1	0
As at May 2017	6	6	7	2	1
As at Sept 2017	4	4	8	0	2
As at Dec 2017	4	6	6	1	3
As at March 2018	0	8	7	1	4
As at May 2018	0	6	6	0	3
As at August 2018	1	6	8	2	2

Summary of closed formal case work during period by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
June – Sept 2017	3	5	5	1	0
Oct – Dec 2017	0	3	5	0	0
Jan – Mar 2018	0	4	5	0	0
April – May 2018	0	5	1	1	1
June – August 2018	0	4	2	0	1

Closed cases June – August 2018

Type of Case	Information/Length of Case
Capability	New formal case commenced; none concluded
Disciplinary	1 x 6wks (resigned); 1 x 9mths; 1 x 10mths; 1 x 11mths
Grievance	1 x 6wks; 1 x 6mths;
Dignity at Work	n/a
ET ¹	Hearing in June 2018; timescale outside CEC's control

Summary of new formal case work during period by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
June – Sept 2017	0	3	6	0	1
Oct – Dec 2017	0	5	3	1	2
Jan – Mar 2018	0	3	2	0	0
April – May 2018	0	3	2	0	0
June - Aug 2018	1	4	4 ²	2	0

¹ET - Employment Tribunal

²The new grievances in this period include a single collective grievance raised by three officers.

13. Implications of the Recommendations

13.1 Legal Implications

13.1.1. Activity relating to the summaries in this report contributes to ensuring the Council's statutory HR and Health and Safety obligations are met.

13.2 Financial Implications

13.2.1 No direct financial implications arising from this report.

13.3 Equality Implications

13.3.1 There are no direct equality implications.

13.4 Human Resources Implications

13.4.1 Implications are dealt with in the body of the report.

13.5 Risk Management Implications

13.5.1 No significant risks identified as a result of this update report. Risks relating to specific matters are dealt with separately.

13.6 Rural Communities Implications

13.6.1 There are no direct implications for rural communities.

13.7 Implications for Children & Young People

13.7.1 There are no direct implications for children and young people.

13.8 Public Health Implications

13.8.1 There are no direct implications for public health.

14. Ward Members Affected

14.1 No specific wards affected.

14. Access to Information

15.1 The background papers relating to this report can be inspected by contacting the report writer.

16. Contact Information

16.1 Any questions relating to this report should be directed to the following officer:

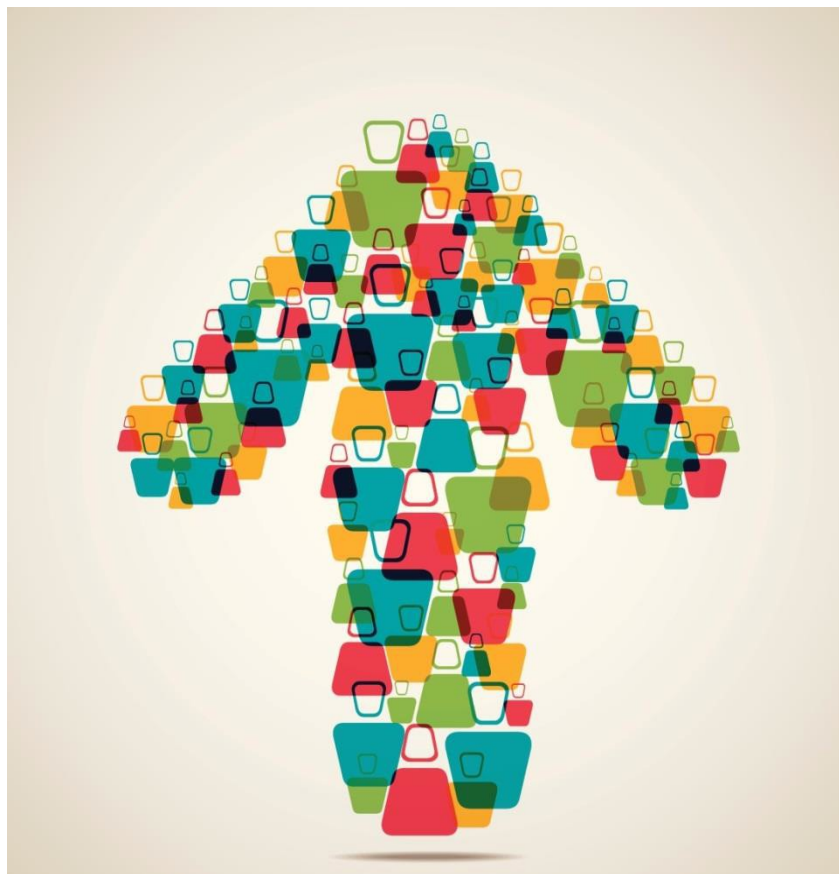
Name: Sara Barker

Designation: Head of Strategic HR

Email: sara.barker@cheshireeast.gov.uk

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PEOPLE PLAN 2018-2020



Working for a Brighter Future – Together

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The Council has ambitious plans for the coming years, having 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.

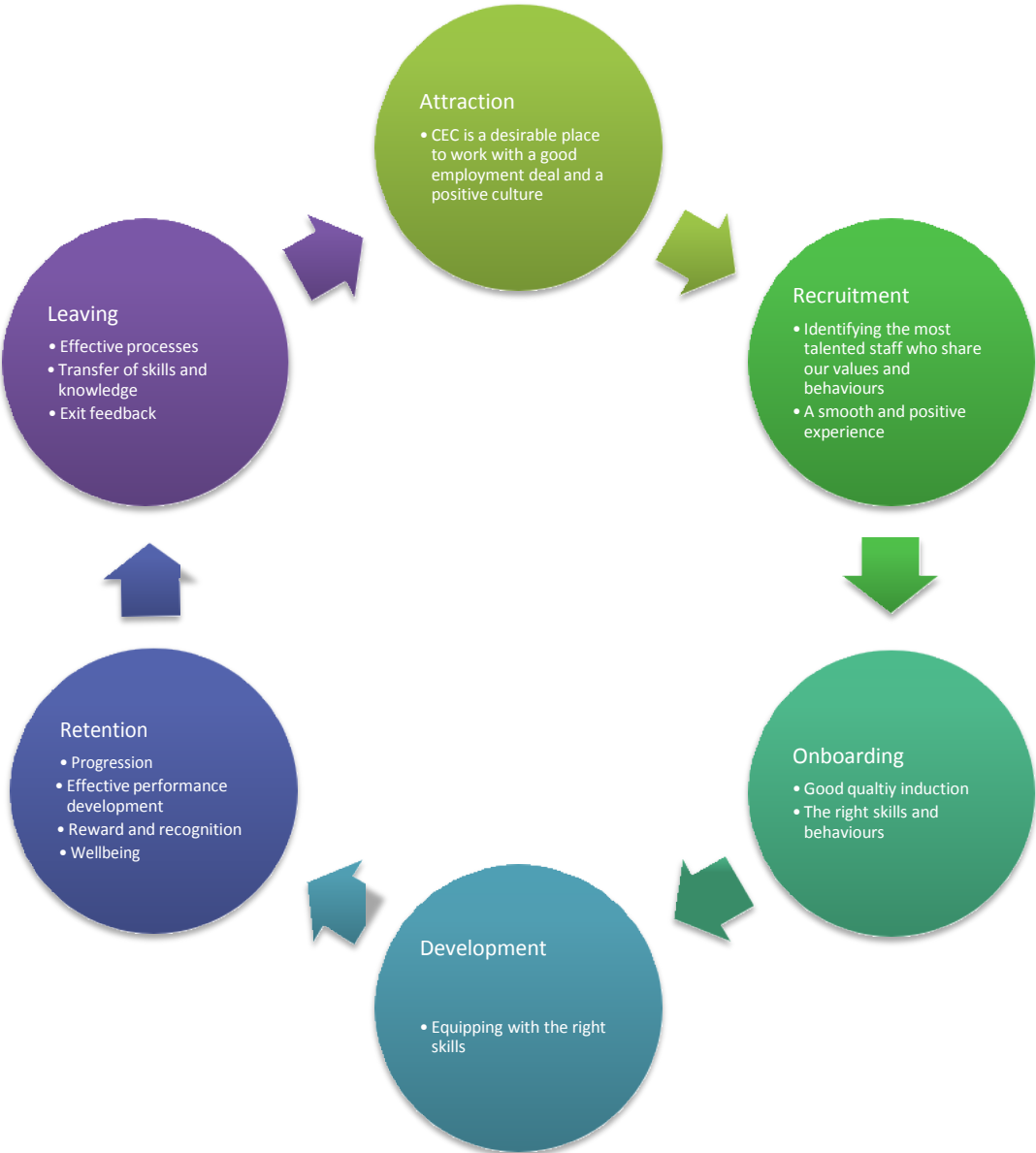
We will;

- **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 Whole Organisation 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



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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 people 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 Whole Organisation Transformation Programme and contributes directly through a programme of culture change;

- | |
|--|
| <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 Whole Organisation 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.

1. Our Culture - establishing and enabling our workplace vision					
	Objective	Owner	Key Milestones	Performance Measures	Progress
1 A	To identify and articulate a clear and compelling vision and tone for a transformed workplace culture in Cheshire East Council.	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"> Vision for Workplace Culture, refreshed behaviours and Employee Deal created and launched. Further communication via the Brighter Future Champions and the “What’s the Conversation” sessions.
B	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	April 2018 June 2018 to November 2018	<ul style="list-style-type: none"> Communications strategy agreed BFTT forums and Member Forums run 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"> BFTT Forum in place, meeting monthly. Member Forum in place, meeting monthly. 205 staff and 25 members participated in the “Starting the Conversation” sessions. 787 staff participated in the “Starting the Conversation” survey 104 Brighter Future Champions trained “Having the Conversation” workshops scheduled October – December 2018.
C	To develop a fit for purpose behavioural framework that	Head of Strategic	July 2018	<ul style="list-style-type: none"> Behavioural framework agreed 	<ul style="list-style-type: none"> Behaviours for Everyone, People Managers and

	aligns behaviours to the Cheshire East cultural vision and FIRST values, that is embedded into the organisational DNA.	HR	December 2018 March 2020	<ul style="list-style-type: none"> Framework implemented Framework embedded 	Members agreed and launched. Further communication via the Brighter Future Champions and the “What’s the Conversation” sessions.
D	To identify and deliver a new Employee Deal which clearly links to the Cheshire East Vision and the FIRST Values and Behavioural Framework.	Head of Strategic HR	July 2018 December 2018 March 2020	<ul style="list-style-type: none"> Employee Deal agreed Employee Deal Implemented Employee Deal embedded 	<ul style="list-style-type: none"> Employee Deal created and launched. Further communication via the Brighter Future Champions and the “What’s the Conversation” sessions.
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 Governance and 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.
F	To develop 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 September to December 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 October 2018	<ul style="list-style-type: none"> Approach to staff survey and temperature testing agreed Temperature test run Full Staff Survey Run 	<ul style="list-style-type: none"> First Temperature Test to assess awareness of the Brighter Future Programme goes live 1st October 2018.

			June 2019	<ul style="list-style-type: none"> Framework of measures agreed and implemented 	<ul style="list-style-type: none"> Work progressing to create a dashboard of measures. First draft due to be presented to the Brighter Future Steering Group at end of September 2018.
	To develop a framework of cultural principles and supporting toolkit to inform and align the Brighter Future Together Whole Organisation Transformation Programme.	Head of Strategic HR	October 2018	<ul style="list-style-type: none"> Cultural principles defined "Culture Check" toolkit/mechanisms in place Training if required 	<ul style="list-style-type: none"> Work in progress to create a Transformation Toolkit. First draft expected end of September 2018.

2. Our Organisational Development & 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 Agreed way forward regarding PRP for senior managers 	<ul style="list-style-type: none"> Work underway re NJC Pay Spine. External pay consultancy support identified for NJC and Senior Manager pay. Options paper currently being developed.
	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"> Draft Pay Policy Statement in progress.
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 on Phase 2 and 3 underway. More detailed update in body of main report.
BF	To review and promote the range of employee benefits and salary sacrifice schemes to support the employee deal and ensure efficient and effective.	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 underway.
BF	To undertake an end to end review of the Councils recruitment process and any Business World	Workforce Development/Policy and Strategy	January 2019 January 2019	<ul style="list-style-type: none"> New system is implemented (Business World Interface) Recruitment policy and procedure implemented. 	<ul style="list-style-type: none"> Review underway with survey completed of current process. Cheshire East version of templates for the new system

	interface work, to ensure any recruitment time is kept to a minimum and aligned with our cultural vision, values and behaviours.		March 2019	<ul style="list-style-type: none"> • Toolkits, standards, procedure, e-learning etc. in place aligned with behaviours • Introduce KPIs for recruitment • Positive feedback received from managers 	<p>in development.</p> <ul style="list-style-type: none"> • Redesign of recruitment pages of Cheshire East Council website underway.
BF	To provide a clear induction programme for all staff (on-boarding)	WFD Manager	November 2018 March 2019	<ul style="list-style-type: none"> • Programme refreshed, in place & communicated • % of new staff enrolled onto induction programmes • % of staff completing induction programme • Feedback on induction process 	<ul style="list-style-type: none"> • Review of best practice underway
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 organisational objective achievement and personal development • Training & development requirements fed into WFD planning 	<ul style="list-style-type: none"> • Review completed • New process in progress • Oracle replacement system in commissioning process, contract due to be awarded by end September 2018.
	To continue to promote the apprenticeship levy across	WFD Manager	Sept 2018 Ongoing	<ul style="list-style-type: none"> • Statutory report submitted • Number of apprentices across the 	<ul style="list-style-type: none"> • Statutory report to be submitted by 30th September

	the Council, ASDVs and maintained schools, and encourage the uptake of apprentices an		Ongoing	<p>organisation.</p> <ul style="list-style-type: none"> Levy spend by services, schools and ASDVs 	<p>2018.</p> <ul style="list-style-type: none"> 51 new apprentice starts in place for 2018/19 (as of 30th August 2018)
	To identify and address skills gaps regarding required skills for job roles against professional standards (development)	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 several teams, suggested action plans shared with team managers 35% training budgets spent 57% of returned training plans commissioned 17 CPD panel approvals to end August 13 new apprenticeship starts in CEC, ASDVs and schools
BF	To improve retention and succession planning through offering career opportunities and progression (Retention & Separation)	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 management training Talent identification strategy and toolkit, in line with PDR process in place 	<ul style="list-style-type: none"> 13 new apprenticeship starts in CEC, ASDVs and schools 15 ASYEs in Children's social care previously undertook work placements at CEC 4 graduate management candidates in ASC PDR process staff feedback outlines suggestions for talent identification

	Objective	Owner	Key Milestones	Performance Measures	Progress
BF	To carry out an analysis of stress related sickness and bullying related disciplinary/grievance cases to identify trends and target actions and support. To introduce a target for a number of cases - these may increase initially.	HR Delivery	September 2018	<ul style="list-style-type: none"> 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.
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 exit interviews completed. Findings analysed and reported quarterly. 	<ul style="list-style-type: none"> Initial discussions and review taken place.
	To seek to develop new income opportunities for Education HR and Health & Safety, including possible collaboration with other Authorities / Agencies.	Education HR Manager / Health & 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"> Opportunities pursued in Stockport and CWAC – unfortunately without success.
	Develop bespoke offers for Multi Academy Trusts aimed at retaining business.	Education HR Manager	Ongoing	<ul style="list-style-type: none"> Seek to Maintain existing MAT business, and retain any newly established MAT's 	<ul style="list-style-type: none"> Improved Offer for 2018/19 which includes free Mediation, Barred List Check and EAP + Sliding scale of cost reduction introduced based on number of Academies in the Trust.
	Develop further additional Training sessions / briefings to include new subject areas for Schools / Academies and	Education HR Manager	Ongoing	<ul style="list-style-type: none"> Increase Numbers of courses / sessions / briefings delivered, to maintain additional income generation levels 	<ul style="list-style-type: none"> Additional Governor Training Courses re Equality & Diversity and HR Role for Governors in place for

	Governors				<p>Autumn and Spring Terms.</p> <ul style="list-style-type: none"> Updated HT PM Governor Training in place) Further Accredited Safer Recruitment Training for HT's / Governors) Accredited Safer Recruitment Refreshers planned for Autumn 19 – Update from KCSIE 2018 Introduction of New Breakfast briefings for New and Aspiring Headteachers – Starting in the Autumn through to Summer 2019
	Support Schools / Academies with change management / restructuring in the light of budgetary constraints	Education HR Manager	Ongoing	<ul style="list-style-type: none"> Completed Successful restructures 	<ul style="list-style-type: none"> Ongoing – likely to be increase in number as schools review 18/19 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 2018/2020. provide a clear offer of support to the business; 	Head of Strategic HR/ HRBP – Delivery/ HRBP – Schools Consultancy	On-going	<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 	<ul style="list-style-type: none"> 4.91 days lost wef 31/08/18 (3.32 at 31/07/17). On-going work with managers to ensure reviews are on schedule as part of HR surgery plans On-going work with managers, including first line supervisors across the organisation.

	<ul style="list-style-type: none"> collaboratively work together to fulfil the agreed KPIs for HR and delivery of corporate and service scorecard with KPIs 			<ul style="list-style-type: none"> 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 e.g. change programmes. Investigator training for managers 	<ul style="list-style-type: none"> Monthly MI established; HRBP providing more in-depth analysis. Training workshops scheduled to support key HR documents; being reviewed as revised policies being launched. Completed for individual programmes. Yet to be arranged.
	To develop and implement a sustainable Service Level Agreement with Directorates to ensure an effective and efficiency service is provided.	Head of Strategic HR/ HRBP – Delivery	October 2018	<ul style="list-style-type: none"> Consultation with Directorates Agreement on key priority areas Identify and communicate the arrangements for variations for the SLA. Communications with services on changes Training programme identified and launched Implementation of SLA 	<ul style="list-style-type: none"> Research on SLAs in other Local Authorities HRBP to arrange attendance at CLT/relevant DMT meetings in October 2018.

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 association 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 No of staff generated initiatives No 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 2018	<ul style="list-style-type: none"> Approach agreed and implemented Number of calls made No of grievances / whistle blowing made / resolved 	<ul style="list-style-type: none"> A dedicated helpline to provide support to those employees experiencing inappropriate behaviour went live 6th August 2018. 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 to be tabled at the end of September.
	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 and to address service improvements
	For all staff to benefit from an organisation that places the health and safety of their staff as the highest priority	H&S Manager	Ongoing	<ul style="list-style-type: none"> Number of days lost 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.

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Working for a brighter future together

Staffing Committee

Date of Meeting: 04 October 2018

Report Title: Wellbeing in Work Strategy 2018-19

Portfolio Holder: Cllr Paul Findlow - Portfolio Holder for Corporate Policy and Legal Services

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

- 1.1 Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment and culture along with the way they are managed and led. The wellbeing of staff is a key factor in improving productivity, building engagement and determining long-term success.
- 1.2 As a key enabler of the Brighter Future Together (Culture) Programme and the Council's vision for workplace culture, the purpose of this report is to update on the Wellbeing in Work programme initiated in 2017/18 and to update on the strategy and programme of work for 2018/19. The Wellbeing in Work Strategy supports the Council's employee deal and also supports the Council's Corporate Plan, specifically outcomes 5 - 'People live well and for longer' and 6 - 'A responsible, effective and efficient organisation', recognising that a significant proportion of staff live and work within the borough.

2. Recommendation

- 2.1 To note the report.

3. Reasons for Recommendations

- 3.1 To ensure members are kept up to date with progress and plans for 2018/19.

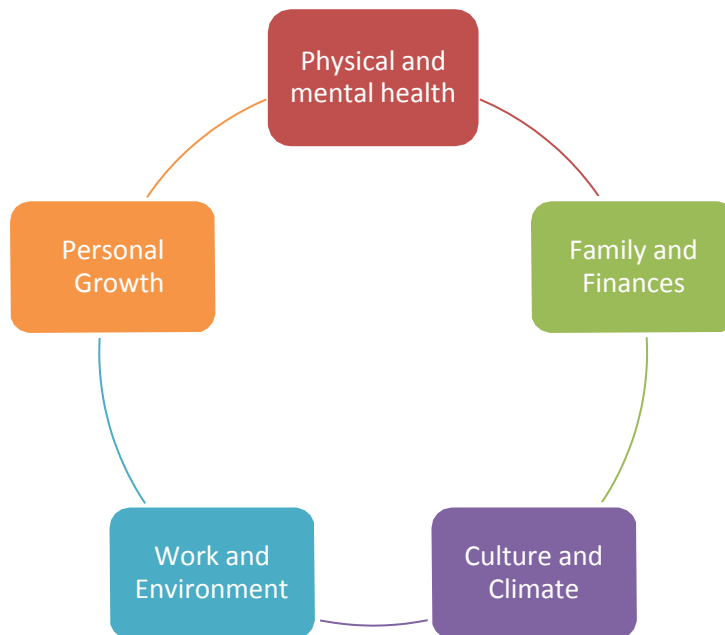
4. Background

4.1 The Council introduced the Wellbeing in Work programme in the autumn of 2017. The key drivers for the programme are:

- To build individual, team and organisational resilience
- To prevent and reduce levels of absence
- To help improve productivity and performance
- To improve levels of employee engagement and alignment
- To support the ongoing development of a positive organisational culture as outlined in the Council's Vision for Workplace Culture and the Council's Employee Deal.
- To meet outcome 6 of the Corporate Plan – a responsible, effective and efficient organisation.

4.2 Drawing from best practice the Council's Wellbeing in Work framework takes a holistic approach and focuses on five interconnected areas as outlined below:

Wellbeing in Work framework:



4.3 As outlined in the Council's Employee Deal each member of staff has a personal responsibility for their own wellbeing and to support and encourage others to do so, but the council has an important role in strengthening wellbeing in the work and embedding a positive, caring culture.

4.4 The Council has a range of policies, practices and initiatives which provide a strong foundation for the wellbeing in work framework and programme to

further improve, connect and sustain wellbeing within the workplace. To support this, engagement opportunities are in place for staff including a monthly Wellbeing in Work Newsletter, Staff Forum broken into three geographically based groups and a Contributors' Group to bring together services which contribute to the wellbeing agenda.

The group consists of representation from:

- Public Health
- Adults Social Care
- Benefits
- Communications
- Customer Services
- Equality and Diversity
- Facilities
- HR and Organisational Development – including Workforce Development and Health and Safety
- Libraries
- Lifelong Learning
- Tatton Park and Countryside
- Everybody Sport and Leisure

5. Briefing – progress against the objectives and programme 2018/19

- 5.1 The Council has developed a clear vision for the workplace culture that was launched 23rd July 2018. This is summarised as having a shared purpose, staff are supported and well led, colleagues are treated fairly and highly valued and we succeed together. The wellbeing of staff is integral to this vision and is further endorsed through the supporting behavioural framework and employee deal. The council's commitment to the wellbeing of its workforce tangibly demonstrates that all staff are highly valued and supported.
- 5.2 It is recognised that many areas of the Council's work directly or indirectly impact on staff wellbeing, alongside of leadership styles and standards. The Council's Wellbeing in Work framework provides the focus for five interconnected objectives and a supporting programme of initiatives, progress is summarised in **Appendix 1**. Overall the programme is progressing well.
- 5.3 The aim of the programme is to connect those initiatives, identify gaps and empower colleagues to take ownership of ideas and initiatives which will contribute to this important agenda. All of the objectives outlined are aligned with the Council's promise of "Working for a Brighter Future - Together" and vision for our workplace culture.
- 5.4 The success of the programme is also being measured through the development of a Wellbeing in Work Dashboard included **Appendix 2**.

6. Implications of the recommendations

6.1 Legal Implications

- 6.1.1 A number of the objectives and initiatives outlined in Appendix 1 will contribute to ensuring the Council's Health and Safety and Equality and Diversity statutory requirements are met.

6.2 Financial Implications

- 6.2.1 Funding for the Wellbeing in Work programme will be resourced collaboratively from existing service budgets and agreed allocation of staff time. There is no specific wellbeing budget.

6.3 Human Resources Implications

- 6.3.1 A sense of identity and belonging is fundamental to wellbeing at work and productivity and there are significant overlaps between **employee recognition, engagement and wellbeing** in that when staff feel their thoughts and ideas are valued and they are recognised for their contribution this will boost wellbeing.

6.4 Risk Management Implications

- 6.4.1 Wellbeing in work is a key ingredient in attracting and retaining the talented staff the council needs and contributes significantly to building individual, team and organisational resilience which is essential to weather outside influences which the Council cannot control.

6.5 Dependencies

- 6.5.1 There are interdependencies between the Brighter Future Together (Culture) Programme and the Wellbeing in Work programme in establishing and enabling a supportive culture where staff are highly valued.

6.6 Rural Communities Implications

- 6.6.1 Improving the wellbeing of staff who live in and work with rural communities will have a positive impact.

6.7 Implications for Children and Young People

- 6.7.1 There are no direct implications for Children and Young People.

6.8 Public Health Implications

6.8.1 The Wellbeing in Work strategy is aligned with Public Health objectives and principles

6.9 Ward Members Affected

6.9.1 No specific wards affected.

6.10 Access to information

6.10.1 The background papers relating to this report can be inspected by contacting the report writer.

6.11 Contact Information

6.11.1 Any questions relating to this report should be directed to the following officer:

Name: Emma Morris

Designation: Interim Organisational Development Manager

Email: Emma.morris@cheshireeast.gov.uk

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Appendix 1 – Progress Update Wellbeing in Work Initiatives

1. Physical and Mental Health Objective: to raise awareness of mental health and promote generally healthier lifestyles for employees, by helping staff and managers to be able to identify and support themselves and others to improve physical and mental health and reduce levels of stress within the workplace. Initiatives to include:

Initiative	Lead	By when	Progress Update
1.1 Time to Change Pledge - the Council has recently agreed an action plan in preparation to sign up to the Time to Change Pledge, providing an umbrella framework for actions and interventions designed to support the mental health and wellbeing of all staff. Signing the pledge signals the Council's commitment to change perceptions of mental health and can provide reassurance to staff facing difficulties that they will be supported. Time to Change will work with the Council to get employees talking about mental health. Dedicated support will also be offered throughout the process and there will be a focus on the recruitment of Champions from across the workforce who have lived with or experienced mental health issues to help drive the campaign forward.	E&D Group	31/03/19	Time to change Action Plan has been approved by Time to Change and the pledge signing is scheduled for 10 th October.
1.2 Brighter Minds for a Brighter Future - closely aligned with the Time to Change Pledge a programme of work has been initiated by the Equality and Diversity Group to build an emotionally healthy workforce to ensure colleagues feel safe and valued. Still at an early stage this programme will explore amongst other things developing emotional intelligence and key transition points which can be emotionally demanding and support that can be provided e.g. young people transitioning from school / college into work.	E&D Group	31/03/19	<p>Work is progressing relating to bringing together mental health related initiatives for promotion across the Council.</p> <p>Research underway on key transition points and appropriate interventions with relevant groups.</p> <p>Design of a roadshow underway to promote all initiatives.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

<p>1.3 Active Workplace Pledge - linked to the Time to Change Pledge and recognising that every day, people spend 60 percent of their waking hours sitting down – and as much as 75 percent for people who work in offices it is proposed that the Council signs up to the Active Workplace Pledge through <i>Active Cheshire</i> to support and encourage colleagues to get physically active to improve their overall wellbeing and to live healthier, happier, more enriched, longer lives – that as a consequence are more productive.</p>	OD	31/03/19	<p>Active Workplace Pledge will be signed on 10th October.</p> <p>The first initiative will be a Cheshire East Team Challenge Cup which will take place across the Council from 17th September to 28th September.</p> <p>This initiative supports both the Active Workplace Pledge and the Council's Employee Deal valuing our people and succeeding together.</p>
<p>1.4 Mental Health First Aiders - linked to the Time to Change Pledge promotion of the Mental Health First Aiders already and to be trained within the organisation as a first point of contact for those wishing to seek help, support and guidance, as well as promoting mental health wellbeing within the council, helping staff to feel able to seek help when they need it.</p>	E&D Group	31/03/19	<p>40 Mental Health First Aiders trained to date.</p>

Appendix 1 – Progress Update Wellbeing in Work Initiatives

2. Family and Finance Objective: to support staff in balancing the many roles they have outside of work, with their work commitments and looking at ways the Council can assist in supporting the financial health of staff. Initiatives to include:

Initiative	Lead	Timeframe	Progress Update
2.1 Work-life balance policy – further promotion of the Council's work-life balance policy and associated policies to ensure staff are able to deliver high levels of performance by balancing work and home life.	HR OD / Strategy	31/03/19	A number of initiatives are being promoted to encourage employees to take their lunch breaks to support their work-life balance such as Yoga, Relaxation Classes, Book Club and French Conversation Classes. The Team Challenge Cup will also highlight the benefits of taking a break during the work day to increase personal productivity.
2.2 Carers Strategy – the strategy will evolve over the year to include e-learning and a Carers Toolkit, building on the learning and work already underway with residents who have caring responsibilities.	Adult Social Care	31/03/19	The E Learning is live on the Learning Lounge. A voluntary survey was launched in August to understand the challenges Council staff may face in juggling caring responsibilities with work commitments, to help the Council develop better workplace support for working carers.
2.3 Employee Benefits – further promotion of the existing Employee Assistant Programme available through WorkplaceWellness, the Rewards Centre and Salary Sacrifice Schemes to ensure all staff are aware of the services available including a wider range of discounts and	HR Strategy	31/03/19	An article highlighting an employees positive experience of using the EAP scheme was included in Team Voice during August as part of the Council's awareness campaign.

Appendix 1 – Progress Update Wellbeing in Work Initiatives

financial and legal advice.			The reward centre offers are promoted in Team Voice on a monthly basis.
2.4 Increased use of social message boards – encourage the use of social message boards for staff to swap, sell on and re-use personal furniture, electrical items etc. rather than staff having to buy new and potentially struggling financially creating a sense of a wider Cheshire East Family.	HR Strategy	30/09/18	Work underway with the web team to launch social message boards as part of the new Centranet site.
2.5 Cheshire Neighbours Credit Union - further promotion of the Cheshire Neighbours Credit Union and financial services available and similar offers available to staff.	HR Strategy	30/09/18	Background work in progress.

Appendix 1 – Progress Update Wellbeing in Work Initiatives

3. Culture and Climate Objective: to further establish a wellbeing mind-set and culture across the Council, aligned to and supportive of the Council's vision for our workplace culture. Initiatives to include:

Initiative	Lead	Timeframe	Progress Update
3.1 Availability of a confidential helpline – provide a mechanism through which staff feel confident in raising concerns regarding inappropriate behaviour and that they are supported to address the issue in the best way.	OD	By 01/09	<p>A dedicated confidential helpline was launched on 6th August 2018. This is provided by an independent supplier, Workplace Wellness. As part of the launch campaign the staff were asked to vote on the name of the helpline. Stop Bullying Behaviour, (SBB) received 2/3 of the votes.</p> <p>The SBB helpline continues to be promoted through the Starting the Conversation Sessions, Team Voice, all staff emails and team meetings.</p> <p>There have been 0 calls to the SBB helpline to date.</p>
3.2 Coaching for Wellbeing – further development of coaching to focus on coaching for wellbeing and resilience, as well as offering coaching support sessions to staff who need or request support. Potentially to align with the HSE Management Standards and Signs of Safety model used within both Adults and Children's services.	OD	By 01/09	<p>Following the results of the Management Skills Audit work is underway to review and align the coaching programme to meet requirements and support the Council's vision for workplace culture and embed the Council's Employee Deal.</p> <p>Coaching for wellbeing and resilience support continues to be offered with 9 active coaching relationships in place.</p>
3.3 Development of an Online Wellbeing Toolkit -	OD	By 01/09	The toolkit is under development and the

Appendix 1 – Progress Update Wellbeing in Work Initiatives

utilising the new CEntranet site to pull together wellbeing tools and resources and signpost staff to different activities, to help staff to take personal responsibility and improve their own wellbeing and support colleagues.			first phase is scheduled go live on the new Centranet site during September.
3.4 Consistent use of return to work interviews – meaningful return to work interviews to be consistently conducted with staff after <u>every</u> absence to help identify and address issues in a timely way and help to prevent additional absence.	HR Delivery	Ongoing	Amendments to Absence Management policy create more flexibility in conducting return to work interviews. Policy discussions ongoing.
3.5 Review of exit interviews – review and improve the current process and procedure for exit interviews inline with the introduction of Business World.	OD / HR Delivery	31/12/18	Work is underway to review and align to the Vision for Workplace Culture, refreshed behaviours and the Council's Employee Deal and implement with the introduction of Business World.

Appendix 1 – Progress Update Wellbeing in Work Initiatives

4. Work and Environment Objective: to identify further improvements that can be made to and within the working environment to improve personal and team wellbeing. Initiatives to include:

Initiative	Lead	By when	Progress Update
4.1 Wellbeing in Work Staff Forum - continued development of the staff forum, progressing local initiatives such as book clubs and relaxation sessions within their own geographical areas i.e. Crewe, Macclesfield and Sandbach, sharing knowledge and expertise across the groups and helping the groups to become self sufficient as we move forward and embed a wellbeing culture.	OD	Ongoing	The staff forums continue to meet on a bi-monthly basis. Initiatives are progressing with the creation of a wellbeing room in Westfields as a direct result of the forum and promotion of existing first aid rooms as spaces for prayer in all buildings.
4.2 Wellbeing in Work Contributors Group - continuation of the Wellbeing in Work Contributors Group, helping subject matter experts to create a culture of collaboration with each other, the forum groups and the wider staff community to promote and progress initiatives. For example the use of green space in Westfields has recently been collaboratively agreed and actioned.	OD	Ongoing	The contributors group meet quarterly and are working with the forums to progress initiatives, such as Time to Change and Active Workplace. They continue to share ideas and deliver actions within their service and at a local level.
4.3 Wellbeing in Work Newsletter - continue to use the newsletter to promote the work of the contributors group and staff forum, as well as hints, tips and reminders to staff to look after their own wellbeing. In addition, build on current staff participation in submitting content for the newsletter and sharing their wellbeing tips.	OD	Ongoing	To build on the success of the publication of the Wellbeing in Work Newsletter all wellbeing articles will be published on the new Centranet site which will be aligned to the Wellbeing in Work Framework. This will enable the use of google analytics to identify the key messages that need further promotion and also provided the opportunity for staff to communicate and feedback via the comments section.

Appendix 1 – Progress Update Wellbeing in Work Initiatives

<p>4.4 Cheshire East Team Challenge Cup 2018 - linked to the Wellbeing in Work Day and the Council Active Workplace Pledge to encourage colleagues to volunteer to represent their building, team, or service playing in a range of competitive sports and other activities over one month period to build a sense of community and increase connectedness.</p>	<p>Staff Forum</p>	<p>September 2018</p>	<p>The first initiative will be a Cheshire East Team Challenge Cup which will take place across the Council from 17th September to 28th September.</p> <p>All employees will be encouraged to take part in activities for example lunch-time walks, daily step challenge, quick brain training games to improve both physical and mental well-being.</p> <p>Points can be earned by employees for their directorate with a Winners Cup to be presented at the end of the challenge period.</p> <p>This initiative supports both the Active Workplace Pledge and the Council's Employee Deal valuing our people and succeeding together.</p>
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Appendix 1 – Progress Update Wellbeing in Work Initiatives

5. Personal Growth: to encourage and support colleagues in their personal development and lifelong learning by identifying, promoting and supporting opportunities for growth and to give something to others. Initiatives to include:

Initiative	Lead	By when	Progress Update
5.1 Employee Volunteering – development of an employee volunteering policy clarifying the Council's position on volunteering. Consideration of allocating each member of staff a set number of day's that can be used to volunteer within the borough and potentially team development days that include volunteering to build a sense of team while also learning new skills.	HR Strategy	Ongoing	Volunteering policy is currently being developed and will then go through the approval process.
5.2 Internal Flexible Resource - to encourage and support colleagues to volunteer internally for initiatives that will provide opportunities to develop new skills, broaden insights, help others and extend networks for example join the coaching pool, become a mentor, Equality and Diversity Champion, B4B Advocate, Brighter Future Champion, train as a job evaluator etc.	WLT	Ongoing	The are currently 104 Brighter Future Champions that have been trained to support the Council in communicating the Vision for Workplace Culture, Behaviours and Employee Deal through the What's the Conversation Sessions. There are 70 Equality Champions involved in Equality, Diversity and Inclusion initiatives across the Council.
5.3 Increase secondment opportunities – promote the use of secondments opportunities to increase staff development opportunities across the council.	HR	Ongoing	HR continue to work with managers to encourage them to use secondment opportunities as an option to fill vacancies supporting the Councils commitment to providing opportunities to learn and develop as outlined in the Employee Deal.

Appendix 1 – Progress Update Wellbeing in Work Initiatives

5.4 Strengths Based Development - to extend the use of strengths based tools with to increase individual and team awareness and understanding, build on and utilise strengths and enable individuals and teams to flourish and grow.	OD	Ongoing	<p>The strengths based approach to recruitment has been successfully piloted with the Brighter Future Champions.</p> <p>Strength based development tools continue to be used within teams across the Council</p>
5.5 Wellbeing in Work Day - to hold an annual event in say February 2019 across the Council through which Wellbeing in Work ideas can be shared, show cased, successes celebrated, guest speakers to inspire etc.	Staff Forum /Contributors Group	31/03/19	<p>Plans are underway to develop a Wellbeing event in conjunction Brighter Minds to take place in February 2019. This will be a mobile event to maximise accessibility.</p>

Wellbeing in work Dashboard

Measure	2017/18 Baseline Annual	2018 /19 Target Annual	Q1 Apr – Jun	Q2 - partial Jul – Aug
Physical and Mental Health				
Cumulative Financial Year Absence (BVPI 12)	11.18	10	2.39	4.91
Rolling 12 month Absence (BVPI 12)	11.18	10	10.85	11.11
% Short Term Absence Events due to Stress	2.6%	Reduce	3%	3%
% Long Term Absence Events due to Stress	17%	Reduce	21.5%	20%
Family and Finances				
Reward Centre sign up	35%	40%	35%	Unavailable
Tusker (new car take up)	0.7%	1%	0.7%	Unavailable
Childcare Voucher take up	2.8%		2.8%	Unavailable
Cycle to Work Scheme (take up)	0.3%	1%	0.3%	Unavailable
Culture and Climate				
Number of Calls to Stop Bullying Behaviour (SBB) line	n/a		n/a	0
Requests for coaching support from the coaching pool	15	25	9	9
Work and Environment				
Usage of EAP Services	4.9%	5.5%	4.9%	Unavailable
Number of Wellbeing Initiatives introduced via the Forum and Contributors Group	3	5	1	3
Personal Growth				
Attendance on Wellbeing related Courses				
E Learning	245	250	166	29
Face to Face	335	350	188	16

Unavailable: Quarter 2 figures not yet available from the provider

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Working for a brighter future together

Staffing Committee

Date of Meeting: 04 October 2018

Report Title: Brighter Future Together (Culture) Programme

Portfolio Holder: Cllr Paul Findlow - Portfolio Holder for 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 23rd July 2018, of progress in terms of the programme. To date programme delivery against plan is on schedule.

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 has been made working closely with the Council's partners Sticky Change to co-create 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:
- 5.2.1 Phase1: Starting the Conversation and co-creation
 - 5.2.2 Phase 2: Developing the Deal and mobilising the Champions
 - 5.2.3 Phase 3: Engaging everyone for working for a Brighter Future
 - 5.2.4 Phase 4: Broader alignment and development
 - 5.2.5 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 2 and 3 of the programme and a summary update with reference to the enabling projects and the Members' Forum.
- 6.2 Phase 2: Developing the Deal and mobilising the Champions
- 6.2.1 The Council's Employee Deal was agreed by the Steering Group and launched on 26th July 2018 alongside the Council's Vision for Workplace Culture and refreshed Behaviours.
 - 6.2.2 Details of the Vision for Workplace Culture, the refreshed Behaviours and the Employee Deal are being communicated to employees through the What's the Conversation Sessions.

- 6.2.3 The What's the Conversation Sessions outline the steps that the Council have taken in the Brighter Future Together (Culture) Programme to create the Vision for Workplace Culture, the Behaviours and the Employee Deal along with addressing the recommendations from the Local Government Association Report.
- 6.2.4 The "What's the Conversation" sessions are designed to be facilitated by the Brighter Future Champions within teams. The purpose of the session is not only to communicate and update but to allow a quality conversation to begin around living the vision and the deal by demonstrating the behaviours.
- 6.2.5 The Council has trained 104 Brighter Future Champions from across the organisation from front line staff to senior managers and directors. In August, 44 "What's the Conversation" sessions took place and positive feedback has been received.
- 6.2.6 An outcome of the "What's the Conversation" session is for teams to provide a positive news story of the actions that they are already taking to live the vision and demonstrate the behaviours. These stories are being published in Team Voice and on the Centranet.
- 6.2.7 The plan is for all staff to participate in a "What's the Conversation" session by the end of October 2018. A fact sheet has been created to be sent to employees who are out of the business due to absence such as maternity leave or long-term sickness in order to communicate and keep them updated.
- 6.2.8 To complement the training and to create a Brighter Future Champion Community a number of initiatives have been set up such as a Champions Communications Hub, a Friday update email and monthly drop in sessions. All of these have received positive feedback.
- 6.3 Phase 3: Engaging Everyone for Working for a Brighter Future
 - 6.3.1 A short temperature test survey has been designed to assess awareness of the Brighter Future Together (Culture) programme across the organisation.
 - 6.3.2 The survey will be administered by an independent provider, DJS Employee Research. All employees will have the opportunity to participate either electronically or via a paper survey.
 - 6.3.3 The survey will go live on 1st October 2018 and will close on 12th October and results are expected at the end of October.

6.3.4 Further short surveys will be conducted periodically to help the Council assess the impact of the Brighter Future Together (Culture) programme.

6.3.5 A management and leadership skills audit was conducted during July. All employees with responsibilities for managing people were asked to participate. In total, 475 responses were received. This represents a significantly high response rate of 78%. 610 surveys were sent out in total.

6.3.6 The findings of the skills audit are being communicated in September and have informed the “Having the Conversation” training sessions that have been co-created with the Council’s partners Sticky Change.

6.3.7 The objectives of the “Having the Conversation” training sessions are as follows:

6.3.7.1 To understand what will be expected of all people managers regarding the fostering and embedding of the Vision, Values and behaviours and the Deal

6.3.7.2 To understand the consistent approach to embedding of the Vision, Values and behaviours and the Deal that all managers in the council will be trained in and encouraged to adopt

6.3.7.3 To identify action plans for embedding the vision, values and behaviours and the deal

6.3.8 The “Having the Conversation” training sessions will be delivered to all staff with responsibility for managing people from October through to December 2018.

6.4 Enabling Projects

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

6.5 Members’ Forum

6.5.1 The cross party forum meets on a monthly basis. The Forum has looked at Member culture and at how Members can positively influence the workplace culture.

6.5.2 The Members’ Behaviours were launched on 26th July 2018 along with the Behaviours for everyone, the Vision for Workplace Culture and the Council’s Employee Deal.

6.5.3 Work is underway to create and agree a method of socialising and embedding the Members' Behaviours with all members. This will be discussed and tabled for agreement at the Member Forum on 1st October 2018.

7 Staffing Committee's Assurance Role

7.1 Chair of Staffing Committee, Cllr. Moran and Cllr. Flude have conducted the second assurance activity focusing on the products of the programme. A verbal progress report will be provided to Staffing Committee on 4th October.

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 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

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:

Name: Emma Morris
Designation: Senior Human Resources Officer
Email: emma.morris@cheshireeast.gov.uk

CHESHIRE EAST COUNCIL

APPENDIX 1

Programme of Work

The Brighter Future Programme is phased over a 12 month period:

Phase	Key Deliverables	Start Date	Finish Date	Status
Programme Initiation	<ul style="list-style-type: none"> Define and agree Programme structure, governance and terms of reference. Kick off meetings held with Programme Team, Steering Group and Brighter Future Together Team Co- create the Starting the Conversation Sessions Creating the Communication Strategy 	1 March 18	30 April 18	Completed
Phase1:Starting the Conversation and co-creation	<ul style="list-style-type: none"> Deliver the Starting the Conversation Sessions to Staff and Members Deliver the Starting the Conversation Survey Deliver Leadership Change Workshop Co-create the Behavioural Framework 	1 April 18	31May 18	Completed
Phase 2: Developing the Deal and mobilising the facilitators	<ul style="list-style-type: none"> Train members of the CE community to become Brighter Future Programme Champions Co-design and create the "What is the Conversation?" sessions Develop the Employee Deal 	1 May 18	30 June 18	Completed
Phase 3: Engaging	<ul style="list-style-type: none"> Deliver the Working For a Brighter Future 	1 July 18	31 Jan 19	On schedule

everyone for working for a Brighter Future	<p>Together Workshops to employees and Members</p> <ul style="list-style-type: none"> • Design and deliver an impact survey 			
Phase 4: Broader alignment & development	<ul style="list-style-type: none"> • Construct and conduct a skills audit aligned to the behaviours • Feedback and input to build on existing schemes and influence and align wider deliverables • Design, build and deliver the Leadership and managerial skills programme 	1 Jun 18	31 Dec 18	On schedule
Phase 5: Inform, sustain and embed	<ul style="list-style-type: none"> • Introduction of Values Champions Forums • Introduction of a Brighter Future Masterclass Programme • Design and facilitate a Leadership Team and Values Champion Conference 	1 Sep 18	31 Mar 19	Initial stages started

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APPENDIX 2

ENABLING PROJECTS

Project	Project Outline	Progress Update
Recruitment Process	Developing an efficient and successful Recruitment Process aligned to the Vision for Workplace Culture, FIRST values and Behaviours.	An end to end review of the recruitment and selection process has commenced and the recommendations are expected to be presented to the Steering Group in October.
Induction Programme	An Induction Programme that is aligned to the Vision for workplace culture, FIRST Values and Behaviours Complimented by a detailed toolkit, appropriate training interventions and tracking methods.	Background work completed on the revised Induction programme. First draft expected in October.
HR Processes and Procedures	Review and update HR Policies, Procedures and Processes.	Phase 1 currently under Trade Union consultation and negotiation process.
Appraisal & 360 feedback	An automated appraisal system that is aligned to the Vision for workplace culture, FIRST Values and Behaviors with the capability to capture training data. Complimented by a detailed toolkit and appropriate training interventions.	Review completed and new process in progress. Oracle replacement system in commissioning process, contract due to be awarded by end September 2018.

Skills Audit & Management Development	Developing an informed position statement on the organisation's skills. Developing the organisation's current and future leaders and managers through consistent succession planning and a Leadership & Management Development Training Programme.	Management and Leadership skills audit conducted in July. 475 responses were received. This represents a significant and positive response rate of 78% response rate (610 surveys were sent out in total). Feedback to be communicated during September 2018.
Coaching Programme	A programme of work that develops the skills of managers and champions in various roles to develop targeted coaching skills.	Product description work package completed. Due to be reviewed and aligned following the results of the skills audit.
Wellbeing and Recognition	A package of work with particular focus on some of the LGA recommendations from the culture review relating to bullying and harassment helpline and other insight mechanisms. This work package forms part of the wider Wellbeing in Work Programme already underway.	A dedicated helpline to provide support to those employees experiencing inappropriate behaviour went live 6 th August 2018. The helpline is called Stop Bullying Behaviour and is provided by Workplace Wellness.
Pay and Reward	Review and align pay and benefits policy and procedure.	Product description work package completed. Alignment of benefits package due to be completed March 2019.

CHESHIRE EAST COUNCIL

APPENDIX 3 – Top 3 Risks

Risk	Risk Type	Cause	Impact	Measure
Communications do not reach all staff	Threat	Some staff may not have access to computers or the usual method of communication including team meetings. Communications may be too lengthy and not punchy enough to grab attention.	Lower levels of engagement and reduced benefits	Ensure that funding is made available to cover extra costs of team meetings. Consider alternative methods of communication including posters, podcasts and leaflets. Ensure that communications are short and punchy.
Lack of Political Engagement	Threat	There will be a high number of members new to Cheshire East Council in 2019.. New members might be overwhelmed by the amount of other information that they have to deal with, or they might not appreciate the need for change because they were not aware of the issues prior to the LGA report	New members may fail to engage.	Include details of the Brighter Future (Culture) programme in the Member Induction material. Ensure that mentors are aware of the need to encourage participation in the programme. Encourage groups to promote the programme to new members.
Ambitious Timescales	Threat	A short time available to produce project documentation, engage stakeholders and decide on governance and decision making process	Decisions being made without full info being available which could cause errors to be made and result in higher project cost	Ensure that sufficient time and resource is allocated to the programme or project planning stage.

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CHESHIRE EAST COUNCIL

APPENDIX 4 – Progress Update - Recommendations from the Local Government Association Report

LGA Recommendation	Update	Status
1. Elected Members and senior managers should initiate an immediate conversation about what they want the “tone” of the organisation to be.	Everyone in the organisation had the opportunity to participate in the conversation. 1017 people provided their feedback via the Starting the Conversation Sessions and Survey.	Complete
2. The Council should consider building upon training for Elected Members (including induction training) to provide clarity on their relationships with staff.	Member Development & Technology Panel has developed and agreed a mandatory training programme for elected members for 2019/20 which includes an induction programme. Embedding the Member Behaviours to be discussed with the Member Forum.	Complete and ongoing
3. The Council should consider presenting a new employment deal for everyone that is explicit about what employees can expect from the Council and what the Council can expect of them.	Employee Deal launched 26th July and being implemented via the “What’s the Conversation?” sessions. Training for managers scheduled October – December 2018.	Complete and ongoing
4. A skills audit for all managers should be undertaken to assess where there are issues or gaps, particularly regarding the skills required to manage people effectively. Once concluded the Council should develop a programme to provide appropriate development as needed and ensure that standards are maintained through on-going performance management.	<p>The management skills audit was conducted during July 2018. In total, 475 responses were received. This represents a significantly high response rate of 78% response rate (610 surveys were sent out in total).</p> <p>Results of the audit have informed the “Having the Conversation” training that has been created which will focus on embedding the Vision, Behaviours and Deal.</p> <p>Management Development Programme in progress.</p>	On Schedule
5. Consideration should be given to reviewing the current appraisal process and as part of that consideration should be given to the inclusion of 360-degree feedback.	Review completed new process in progress. Oracle replacement system in commissioning process, ongoing delays regarding joint procurement with Cheshire West and Chester Council resulting in a risk to timelines.	Behind Schedule
6. The restructuring procedure is currently under review and this should take cognizance of the impact of change on the workforce.	The restructuring procedure is being reviewed under the Leaving the Council and Organisational Change procedure. Implementation expected October 2018	On Schedule

LGA Recommendation	Update	Status
7. It would be helpful to establish an independent helpline or person for people to raise / discuss concerns about bullying or bad behaviour without fear of being identified.	Helpline live on 6th August 2018	Complete
8. A through analysis of stress related sickness and bullying related disciplinary / grievance cases with new targets set to bring levels down over time.	Analysis has been undertaken and monthly performance data is made available to managers. HR are providing support to achieve targets.	Complete and ongoing
9. There should be a concerted effort to build upon the established employee recognition programme.	Current programme is being aligned to the Vision, Behaviours and Employee Deal. Additional ways of providing recognition are being researched and options are due to be presented to the Brighter Future Steering Group in September.	On Schedule
10 . Policies should be effective fair and commonly understood. Recommend that particular attention is given to the recruitment process.	An end to end review of the recruitment and selection process is underway. Findings will be presented to the Brighter Future Steering Group in October.	On Schedule
11 . Creation of a “People Panel” where staff could mix, network and share stories on a range of issues.	Brighter Future Together Team – 38 staff from across the organisation meet on a monthly basis. 104 Brighter Future Champions trained. Champion Community Get Together sessions scheduled August – October and will be ongoing.	Complete and ongoing
12 Consideration should be given to appointing an Elected Member Champion to provide a conduit between the workforce and politicians.	Members’ Forum created and meets on a monthly basis. Members’ Forum role as Champions included in the terms of reference for the forum.	Complete and ongoing