

Appendix 1



HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To ensure that CEC and Education HR & H&S service delivery is fit for purpose supporting customer requirements through the development of People Plan, review of HR structure, to support business priorities.	Head of Strategic HR	April – Oct 2016	- Development of People Plan and suite of KPIs.	COMPLETE. Work to deliver the People Plan 2016/17 has evolved and progressed during the year and is summarised in this update. The People Plan for 17/18 is under development. KPIs developed and monitored. The HR structure has been reframed to enable further alignment with Council requirements and affordability within the Councils budget parameters. The review of HR policies and procedures has progressed and will continue into 17/18. Joint Consultation Negotiation Panels (JCNPs) are now in place for People, Place and Corporate Services Directorates. The Corporate JCNP takes place monthly and is chaired by the Chief Executive and attended by Executive Directors.
		HRMT	Jan 2017	- Review and implementation of revised HR Structure.	
			Jan 2017	- Policy, Procedures and processes are reviewed to meet customer need and legislation and streamlined as appropriate. - Positive Employee Relations and effective consultation.	

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	To create and deliver HR Team Development Plan.	HRMT	Ongoing	- Development and implementation of HRTD Plan.	Assessment against the Workplace Wellbeing Charter continues.
	To achieve external accreditation of HR/H&S services and work towards external awards.	HRMT	Ongoing	- Receive external accreditation and awards.	Achieved CH&S external accreditation – 4 th RoSPA award (Commended).

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	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
B	To continue to develop partnership and joint working arrangements that improve service delivery and realise financial savings.	HRMT	Ongoing	<ul style="list-style-type: none"> - Further partnership and joint working arrangements identified. - Conduct baseline assessment and audit of all current arrangements. - Determine measure to increase service delivery. - Identified and realised savings. 	<p>COMPLETE.</p> <p>Collaborative working with CCG and Health partners is ongoing to explore opportunities for joint working and rationalisation of working arrangements.</p> <p>Base line assessment of current service specification for Transactional Services complete.</p> <p>Potential saving through the introduction of e-pay slips will lead to a print saving of £19k per annum. Implementation has commenced and will be phased during 17/18.</p>
C	To work closely with CWAC to identify an outsource provider for OHU services.	Corporate H&S Manager	April – Jun 2016	<ul style="list-style-type: none"> - Development of Service Specification. - Completion of tender process to identify new service provider. 	<p>COMPLETE.</p> <p>New OHU service provider operational.</p>

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
D	To work closely with CWAC to develop specification and tender for Enterprise Resource Plan (ERP)	Head of Strategic HR/ HR Delivery Manager	April 2016 – March 2017	In accordance with ERP Terms of Reference and agreed timescales.	COMPLETE. Work continues to progress in accordance with Terms of Reference meeting timescales within Project Plan. Tenders were invited during Oct/Nov and a procurement decision will be reached in June/July 2017. Implementation is due to commence in the Autumn 2017.
E	To continue to work with Employee Service Centre (ESC) to develop service provision to meet CEC requirements in terms of cost, timeliness and quality service provision.	HR Delivery Manager/HR Education Manager	Ongoing	<ul style="list-style-type: none"> - Identify KPIs to measure service improvement. - Specific identified changes to improve service delivery and realise savings. 	COMPLETE. A set of KPIs and MI is reported monthly and reviewed to ensure service continues to meet CEC requirements. Monthly meeting in place to look at service improvement. Work continues with Employee Service Centre to realise benefits of Taleo the Council's recruitment system and People Asset Management (PAM).

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
F	To develop a commissioning model for workforce development.	Workforce Development Manager	Ongoing	<ul style="list-style-type: none"> - Implementation of recommendations of Workforce Development review. - Commissioned training meets identified service needs re professional, regulatory and legislative requirements outlined in Service training plans. - Within budget. - Take up of places > 80%. - Impact assessment shows positive contribution to service through (for example) efficiency of practice, customer satisfaction, meeting professional standards. >80% positive impact. 	<p>COMPLETE.</p> <p>All recommendations implemented as of 1st April 2016, with new commissioning structure in place for delivery.</p> <p>Agreed training plans in place across key areas of People, Place and Corporate. 7086 bookings have been made since 1st April 2016, over 181 different courses and 369 sessions.</p> <p>Spend has been within budget this financial year. Additional mechanisms have been put into place to track spend monthly with Heads of Service and accountancy to ensure effective spend against training requirement.</p> <p>Take up of places is 84%.</p> <p>Delegates who have responded to post learning survey have reported a 100% transfer of learning into improved practice within the workplace across all sessions.</p>

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				<ul style="list-style-type: none"> - Income generated meets target. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. 	<p>Income from ASYE (Assessed and Supported Year in Employment) and students has been maximised and utilised to fully fund ASYE and student support and practice educator training across People Directorate.</p> <p>Good/Outstanding feedback on service since April 2016 stands at 93% which reflects positively on high quality delivery.</p>
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HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
G	To develop a clear and structured Commissioning and Income Generation Plan which ensures resources are maximised and savings are realised.	HRMT	Aug - Mar 2017	- Development of commissioning and Income Generation Plan.	<p>COMPLETE.</p> <p>Buy back of Health and Safety and Education HR Consultancy Services remains strong for this academic year. Of 155 schools and academies, 83% or 128 schools and academies have bought back HR Consultancy Services and 89% or 134 schools and academies have bought back Health and Safety services.</p>
			Ongoing	- Increased income generation exceeding targets set.	
	To meet and exceed external income generation targets for HR Education and H&S and develop new income streams across HR and OD.		Ongoing	- Savings realised through commissioning.	<p>Additional paid for services available to ASDVs include:</p> <ul style="list-style-type: none"> - Employment investigations - Mediation - Coaching - HR Workshops - Health and Safety

Organisational Design – Change Management and Change Framework					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To introduce governance arrangements and further develop change management for Executive Directors. To ensure that HR supports CEC in delivering it's short and long term financial strategy.	Head of Strategic HR	Oct 2016	- Introduction of governance arrangements to maximise change management opportunities.	COMPLETE Head of Strategic HR has been working closely with the Executive Directors to provide challenge and support.
		HRMT	Ongoing	- Financial savings identified and realised.	Business Challenge sessions attended by HR Delivery to give HR advice, guidance, and challenge to proposals.
B	Provision of a comprehensive Change Management Framework and Toolkit to support change implementation for managers through all aspects of restructuring.	HR Delivery Manager/HR Education Manager	Oct 2016	- Development of Change Management framework and Toolkit.	COMPLETE Toolkit launched March 2016. Corporate Leadership Team has committed to engagement with the TUs to ensure early consultation around change programmes.
	Further develop change management support for managers.	HR Delivery Manager/HR Education Manager	Ongoing	- Improved customer satisfaction and positive feedback from Managers. - Delivery of change programmes to agreed timescales.	Local Delivery Plans have been developed jointly with Directorates and Service Management Teams. All change programmes are tracked through HR Delivery Plans and regularly reviewed with Directors and Heads of Service to ensure delivery to agreed timescales.

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To work closely with Finance to develop a budgeted establishment to inform future workforce planning capability.	Head of Strategic HR/HR Delivery Manager/Finance	Ongoing	<ul style="list-style-type: none"> - Establishment created and maintained for CEC and each ED portfolio. - Regular reporting on establishment. 	<p>COMPLETE.</p> <p>People, Place and Corporate Services realignment has been represented in Oracle to facilitate reporting.</p> <p>Work is ongoing with finance to ensure budgeted establishment is tracked and maintained to support Workforce Planning.</p>
B	To deliver a Workforce Strategic Assessment and Workforce Plan that ensures that CEC has the right people, with the right capabilities, skills and attitudes in the right places, at the right times to deliver organisational objectives.	<p>Head of Strategic HR</p> <p>HR Delivery Manager</p>	<p>March 2017</p> <p>March 2017</p>	<ul style="list-style-type: none"> - Development of Workforce Strategic Assessment. - Workforce Plan in place of each ED Portfolio. - Reduce reliance and expenditure on agency workers and other non employed workers. 	<p>COMPLETE</p> <p>Key talent pools have been identified and referenced in Local Delivery Plan to enable effective recruitment and resourcing. Further work will take place to develop the workforce strategic assessment during 2017/18.</p> <p>Framework to support managers in making Productivity savings is being developed to provide effective governance and to ensure resources are aligned to business need.</p>

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
C	To identify and address gaps in workforce planning including succession planning, talent management and addressing matters arising from strategic workforce assessment.	HR Delivery Manager/OD Manager	Ongoing	<ul style="list-style-type: none"> - Programme of work to address each key area. - Introduce a mid year “talent review” process to encourage managers and individuals to review performance, aspiration and potential within teams. 	<p>COMPLETE</p> <p>Reports from mid-year development discussions to be fed through to Workforce Development.</p> <p>Careers interviews held for social workers in Children & Families.</p>
	To identify sources of talent e.g. in-house, ASDVs, universities and other partners re: internships, shadowing & placements.	Workforce Development Manager	Ongoing	<ul style="list-style-type: none"> - Outcomes of mid-year discussions inform identification of talent and lead to staff being included in talent routes. 	<p>Work has begun, alongside the development of a leadership and management strategy, on the development of a talent matrix for Cheshire East Council and supporting mechanisms. This matrix will be used to support apprenticeships across the Council and to also assist with the planning of leadership and management development programmes.</p>

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
D	To review and develop current Apprenticeship Scheme taking cognisance of the Apprenticeship Task and Finish Group report.	Workforce Development Manager	March 2017	<ul style="list-style-type: none"> - Implementation of agreed recommendations from Apprenticeship Task and Finish Group report. - Set and achieve targets for apprenticeship recruitment. 	<p>COMPLETE.</p> <p>Current scheme has been reviewed and revised taking into account the incoming requirements of the apprenticeship levy.</p> <p>Target is set by the Government and will be introduced in April 17.</p> <p>Apprenticeship levy paper has been received by Cabinet, CLT and CERF board for consideration. All DMTs have now also had an update with indicative figures provided on their respective targets for apprenticeships.</p> <p>Work has continued on an implementation programme for the levy. This has included Cheshire East Council registering for its Apprenticeship Service account. Legal has also developed a revised agreement for apprentices along with a contract for training providers, an agreement for existing staff and a commitment statement for all parties to sign.</p>

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					<p>With the Register of Approved Training Providers (RoATP) being published in March, the procurement exercise for the levy budget is now underway with a go live date of the start of May to coincide with the implementation dates for the levy.</p> <p>The governance mechanism for tracking how funding is allocated from the levy funding and the number and distribution of apprentices is to be through the CPD Panel. Terms of Reference have been developed for this group which is co-ordinated by the Workforce Development Team.</p>
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Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
E	To develop a high quality recruitment and resourcing service, driven by e-recruitment technology, expert advice and focussed on excellent customer service to meet organisational demand.	Manager HR Delivery/HR Education Manager	Dec 2016	- Establish present position by assessing customer feedback.	COMPLETE. New recruit and recruiting manager survey analysed to inform future recruitment strategy.
			Ongoing	- Increase customer satisfaction.	The microsite continues as the front door for key roles.
			Ongoing	- Improve recruitment timescales.	Reporting from Taleo being developed to look at timeline of recruitment. Recommendations from the Business Improvement Team have been implemented.
F	To maintain a redeployment service which meets the need identified by the change management processes within CEC.	Manager HR Delivery	Ongoing	- Minimise number of redundancies through successful redeployment.	COMPLETE. On 31st March 2017 there were 15 staff members seeking redeployment.

Leadership - Governance & Accountability and Cultural Change					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To develop a Leadership and Management model and strategy and a programme of initiatives which increase leadership presence, governance and accountability.	OD Manager	Jun - Nov 2016 Nov 2016 March 2017	<ul style="list-style-type: none"> - Development of Leadership and management model and strategy. - Introduction of programme of Leadership Initiatives. - Number of Leadership initiatives delivered. 	<p>COMPLETE.</p> <p>The Connected Leadership concept has been introduced to the Councils senior managers. The second Leading Together events for the Wider Leadership team and Community have run successfully with further events planned during 2017.</p> <p>Work continues to develop a Connected Leadership and Management model and development strategy</p>
B	Await feedback from Staff Survey and findings from the Staffing Committee and feed into Leadership Strategy and Programme of Initiatives.	OD Manager	Sept - Nov 2016	<ul style="list-style-type: none"> - Key priorities identified and incorporated into the Leadership development strategy. 	<p>COMPLETE.</p> <p>Results from Staff Survey have been received and key findings are being factored into the Leadership Strategy. These include building on strengths such as line management and performance and development support and improvement in areas such as change management and staff involvement.</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To develop and implement corporate training requirements for 2016/2017.	Workforce Development Manager	Ongoing	<ul style="list-style-type: none"> - Agree Corporate Training requirements. - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. - Within budget. - Income generated meets target. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. 	<p>COMPLETE.</p> <p>Agreed and plan in place for 2016/2017.</p> <p>Corporate Training Programme commissioned against agreed requirements. 1339 delegates across 75 courses and 184 sessions since April 2016.</p> <p>Spend was within budget for 16/17.</p> <p>Good/Outstanding feedback on service since April 2016 stands at 94% which reflects positively on high quality delivery.</p> <p>Based on the feedback received and the demand for places over 16/17, courses on the Corporate Training Programme are being commissioned now, with some already scheduled for 17/18</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
B	Provision and implementation of delivery plans for all business areas ensuring delivery of all mandatory and agreed training	Workforce Development Manager	April 2016 to March 2017 March 2017	<ul style="list-style-type: none"> - Develop and agree local Training requirements and Plans. - Deliver plans to meet customer's needs within budget. 	<p>COMPLETE.</p> <p>Plans delivered as requested by service areas for 16/17.</p> <p>In total, 7086 bookings have been made from 1st April 2016, over 181 different courses and 369 sessions.</p> <p>Training Plans are agreed for 17/18 across People and plans are in development for all other directorates.</p>
C	To ensure individual development, development programmes and career pathways are aligned to customer requirements across each business area.	OD/ Workforce Development Manager	Ongoing	<ul style="list-style-type: none"> - Career pathways established based on portfolio need and reviewed quarterly. 	<p>COMPLETE.</p> <p>Career pathways have been developed in 16/17 for Social Care, Finance and under development for Corporate Resources and HR.</p> <p>Work has begun on aligning these to available and potential apprenticeship standards.</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
D	To deliver a programme of Leadership masterclasses as continuous professional development for leaders in the organisation.	Workforce Development Manager	March 2017 Ongoing	<ul style="list-style-type: none"> - To conduct a baseline assessment to inform future Leadership programme initiatives. - To be further defined and then delivered in accordance with programme of leadership initiatives. - Deliver programme against national standards of leadership & assess outcomes in terms of improvement against baseline for each standard. - Number of Managers attending Leadership Development. - Initial feedback shows high quality service and relevance > 90% 'good/outstanding' ratings. 	<p>COMPLETE.</p> <p>Baseline assessment to form initial part of programme, to be developed with selected provider.</p> <p>Ongoing work regarding CE leadership vision and model in line with 'Connected Leadership' approach includes defined management capabilities and behaviours. Training programme development ongoing according to these outcomes.</p> <p>6 Leadership and Management sessions delivered through Corporate Training Programme in Q4 to meet priority skills identified through National Occupational Standards and Service requests. Attended by managers from across directorates, Corporate Services highly represented.</p> <p>Evaluation shows 100% increased knowledge by attending and 90% 'good' or 'outstanding' ratings for quality.</p>

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To develop, promote and launch the Staff Survey 2016.	OD Manager	June 2016	<ul style="list-style-type: none"> - Launch of Staff Survey. - Response rates. 	COMPLETE. The Staff Survey ran successfully for four weeks from 15th June to 13 th July with an overall response rate of 59%.
B	To report on findings of Staff Survey and develop corporate and local delivery plans to address recommendations of Staff Survey.	OD Manager	Sept - Dec 2016	<ul style="list-style-type: none"> - Report findings to key groups. - Develop and support implementation of corporate and local delivery plans. 	COMPLETE. Local action plans have been developed across all services. A Corporate Governance Group has been established to monitor and support progress and impact.
C	Ongoing activity to address key developments highlighted by Staff Survey.	OD Manager	Ongoing	<ul style="list-style-type: none"> - Increased staff satisfaction and engagement. 	COMPLETE. Ongoing communications to staff via Team Voice, programme of engagement events for example an audience with events and long service presentations, Creativity Event.

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
D	Further work to be developed in respect of work-life balance following publication of Staff Survey 2016 results.	OD Manager/HR Delivery Manager	Sept 2016 - March 2017	- To be developed following publication of staff survey findings.	ONGOING. Further programme to be developed as part of the People Plan for 17/18.
E	To implement and monitor contract for outsourced OH services.	H&S Manager	Sep 2016	- New service implemented to agreed timescales	COMPLETE. The new service is fully operational and met expected time scale.
			Dec 2016	- KPIs defined, agreed and reported.	KPIs have been defined and are monitored at monthly provider meetings. Outcomes are shared at quarterly Corporate JCNP meetings.
			March 2017	- Service delivered within budget.	Service is currently being delivered in line with allocated budget envelope.

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To develop proposals for a revised senior manager pay structure. Implement agreed changes.	OD Manager	To be determined.	<ul style="list-style-type: none"> - Proposals submitted for consideration to Executive Leadership Team and progressed accordingly. - Set up Governance Group involving members to oversee progress. 	ONHOLD.
B	To review the Council's redundancy terms in light of national legislation and regional position.	OD Manager	Awaiting finalisation of Government Exit Payment reforms.	<p>Proposals submitted for consideration to Executive Leadership team and progressed accordingly.</p> <p>Use of Settlement Agreements agreed.</p>	ONGOING. The review of the Council's redundancy terms and the associated use of settlement agreements has been on hold pending for clarity regarding the Government's trilogy of exit payment reforms which are due to be finalised during 2017. Proposals and implementation timeframes remain unclear and we continue to monitor closely. Some initial work to explore options regarding the redundancy terms has been undertaken.

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
C	To conduct a comprehensive pay audit to inform future pay and reward strategy.	OD Manager	March 2017	Pay audit available to inform future pay and reward strategy aligned to new legislative gender pay gap reporting requirements.	COMPLETE. Equality Impact Assessment/ Equal Pay Audit was undertaken during Q4. Findings and appropriate actions are being used to determine future pay and reward strategy.
D	To review job evaluation arrangements and procedures.	OD Manager	During 17/18	Job evaluation arrangements and procedures are clear and consistent to meet organisational requirements.	DEFERRED. This work has been deferred until 2017/18 to align with the findings from pay audit.

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
E	To introduce an employee reward platform for all CEC and school/academy employees.	OD Manager/HR Education Manager	July 2016 CEC Sept 2016 Schools/Academies	<ul style="list-style-type: none"> - Successful implementation and communication of employee reward platform. - Proposals submitted to Executive Leadership Team for consideration. 	COMPLETE. Take up following the launch of the Rewards Centre continues to be encouraging, with circa 1300 currently staff signed up. A growing number of schools have also bought the option to enable their staff to access the Rewards Centre and associated benefits.
F	To identify and implement further non-financial rewards for employees	OD Manager	March 2017	<ul style="list-style-type: none"> - Proposals submitted to Executive Leadership Team for consideration. 	ONGOING. The development of further non financial rewards to be taken forward during 2017.
G	To promote all available employee rewards and recognition to existing and future CEC staff.	OD Manager	Dec 2016	<ul style="list-style-type: none"> - Continue to promote and embed the Council's "Making a Difference" Employee Recognition scheme. - Develop and promote employee rewards catalogue. 	COMPLETE. The Making a Difference employee recognition scheme has continued to be very popular and has re-opened for 2017 with a significant increase in "made my day" recognition and sustained levels of monthly Making a Difference nominations.

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
A	To ensure HR Business Partnering is strategically aligned to the business needs of CEC and Schools/Academies business priorities to enable effective service delivery.	Head of Strategic HR/HR Delivery Manager/HR Education Manager	Dec 2016	<ul style="list-style-type: none"> - Restructuring of HR, aligned to meet business needs. - Implement Strategic HR Business Partnering. - Develop service delivery for Academies. 	<p>COMPLETE.</p> <p>HR Delivery team realigned to People, Place and Corporate.</p> <p>Regular attendance at Directorate SMTs with regular Senior Management briefings.</p> <p>Academy specific page on intranet launched along with specific content/policies and procedures.</p>
B	To conduct a comprehensive audit of H&S arrangements and practices within CEC to ensure legal compliance, highlighting good practice and areas for improvement.	H&S Manager	Jun - Nov 2016	<ul style="list-style-type: none"> - Develop and conduct audit. - Address AFI in local delivery plans. - Good practice shared across CEC. 	<p>COMPLETE.</p> <p>H&S Corporate wide audit has been undertaken and evaluated. Actions for further improvement will be addressed through local delivery plans.</p>

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	End of Year Review
C	Working with Executive Directors, Senior Managers and other customers to determine business requirements and develop Local Delivery Plans which ensure HR address specific business issues and address risks future opportunities for service development/rationalisation.	HR Delivery Manager HR Delivery Manager	Jan 2017 Jan 2017	<ul style="list-style-type: none"> - All local delivery plans developed and implemented to address Specific HR, Workforce and H&S matters. - PI indicators agreed and reported to measure success. 	<p>COMPLETE.</p> <p>Local Delivery Plans in place for People, Place and Corporate Services.</p> <p>Local delivery plans and performance indicators have been developed with Senior Management Teams.</p> <p>HR dashboard is reviewed monthly with Executive Directors and Heads of Service.</p>