

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