

## 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          |

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|--|---|----------------------|
| 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.<br>104 Brighter Future Champions trained.<br>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.<br>Members’ Forum role as Champions included in the terms of reference for the forum.  | Complete and ongoing |