

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 will be done via a “Having the Conversation Session” specifically adapted for Members, the content has been discussed and agreed with the Member Forum. Training took place in November and December and two further sessions have been arranged in January 2019.	Complete and embedding
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 commenced in October and will run through January and February 2019.	Complete and embedding
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.	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). 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. Management Development Programme designed and approved. Commissioning now in progress.	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. Process has been submitted for sign-off and a paper based process is in planning to mitigate for lack of electronic system availability.	Behind Schedule due to Business World
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 by the end of March 2019.	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. No calls recorded in the first quarter ending 30 th September 2018. Awareness raised via Team Voice, Posters and via the Champions in the What's the Conversation Sessions. Pulse survey results suggest awareness of the helpline is high with 82% of employees that completed the survey confirming that they are aware of the helpline.	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 embedding
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 via a digital platform have been agreed in principle at the Brighter Future Steering Group and progress is now underway to secure funding and agree the procurement route and process. Numbers of Made my Day instant recognition have significantly increased during October and November following the implementation of the What's the Conversation sessions.	Complete and embedding
10. Policies should be effective fair and commonly understood. Recommend that particular attention is given to the recruitment process.	A new recruitment system has replaced Taleo and will interface with Business World. Work is underway to improve the process and experience for managers and candidates along with looking at options to use strength based recruitment tools and exploring innovative ways of recruiting to CEC values and behaviours.	Complete and embedding
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. 115 Brighter Future Champions trained. Champion & BFTT Community Development Day took place on 18 th October to celebrate success and to work through ideas for the future role of the Champion community. Friday update email introduced to the Champions & BFTT Community Representation from the Champion & BFTT community at the Steering Group.	Complete and embedding
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 and profile agreed. Member behaviours launched on 26 th July 2018 and "A conversation with members" training took place in November and December 2018 and two further sessions have been arranged in January 2019.	Complete and embedding