

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 26 October 2017
Report of: Head of Strategic HR
Subject/Title: HR and Health and Safety Update Report

1.0 Report Summary

1.1 To update the Committee on progress with the Council's People Plan 2017/18, to include Health and Safety, Human Resource (HR) and Organisational Development (OD) items.

2.0 Recommendation

2.1 To note the report and receive feedback.

3.0 Reasons for Recommendations

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.

4.0 Wards Affected

4.1 No specific wards affected.

5.0 Local Ward Members

5.1 Not applicable.

6.0 Policy Implications

6.1 No significant policy issues identified as a result of this update report.

7.0 Financial Implications

7.1 No direct financial implications arising from this report.

8.0 Legal Implications

8.1 No direct legal implications arising from this report.

9.0 Risk Management

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

10.0 WORKFORCE PRIORITIES

10.1 Placing the right people in the right places at the right times, is at the heart of the Council's success. To support and enable the delivery of the Council's ambitious plans, eight strategic workforce priorities come together to form the Council's People Plan 2017/18, which are summarised below:

1. **Organisation Design** – to provide change management support to services, enabling our workforce to be flexible and adaptable in a rapidly changing local, regional and national environment.
2. **Recruitment, Resourcing and Retention** – to review the Council's recruitment process and undertake a strategic workforce assessment. Create career pathway plans including talent management planning across the Council.
3. **Connected Council** – to develop and implement a leadership and management model and development strategy which increases leadership impact and facilitates cultural change.
4. **Employee Development** – to continue to develop highly skilled and competent professionals who operate safe practice and risk awareness and can work effectively across internal and external boundaries as the structure and form of public service changes.
5. **Engagement and Wellbeing** – to continue to build from the findings of the Staff Survey 2016 with particular focus on improving staff wellbeing, resilience and attendance management, to ensure our workforce are engaged and performing at the highest level.
6. **Pay and Rewards** – to monitor and review approaches to pay to meet business needs and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
7. **Service Delivery** – to further develop and clarify the HR offer to ensure a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential and put residents first.
8. **HR Business Development** – to ensure the Council's HR service is in the best position to fully support the delivery of business priorities and exploit further business opportunities.

10.2 A copy of the People Plan for 2017/18 is attached at Appendix 1 to this report. The People Plan 2017/18 is derived from the HR service plan which has been agreed by the Chief Operating Officer and outlines the priorities which will be focused on to achieve each objective.

10.3 Staffing Committee Members are asked to note progress at the mid year in delivering the People Plan for 2017/18 and to provide any feedback.

11. HR POLICY REVIEW

- 11.1 A review of Council HR Policies and Procedures is underway to ensure the Council's policies reflect best practice, are legislatively compliant and are user friendly for staff and managers to use consistently.
- 11.2 The review will be undertaken in phases with the scope outlined below:
- To review and streamline Human Resources Policies and Procedures and associated documentation, to include forms, toolkits and manager guidance.
 - As part of the review to consider appropriate governance to ensure the HR Policies are implemented and applied appropriately.
 - To agree a template style and approach for the development of HR Policies and Procedures.
 - To work with the Communication Team to improve the presentation and accessibility of documents for managers and staff, and with the Communications Team to launch and promote new documentation.
 - To work with the HR Delivery and Workforce Development teams, to provide training and support for managers if required, as part of implementation.
 - To put in place a rolling review process for revised HR Policies and procedures.
- 11.3 Work has commenced on the first phase which is focusing on some of the Council's core HR Policies such as Dignity at Work, Grievance, Organisational Change and Attendance Management. Further updates will be provided to Staffing Committee at the next meeting.

12.0 SLEEP-IN-ARRANGEMENTS

- 12.1 Following recent case law development earlier this year, the Council has undertaken an assessment of all sleep in arrangements in all Council services during the period 1ST September 2015 to 31st August 2017. The review was primarily to assess compliance with National Minimum Wage regulations both retrospectively and to address future working arrangements.
- 12.2 As a result of this review it was found that some employees fell below the National Minimum Wage and arrears have been paid to top up payments to meet these legal requirements. In addition, sleep in allowances have been increased in relation to Care4CE and Tatton Park services to ensure future National Minimum Wage compliance. Further work continues to review existing working arrangements and employee terms and conditions.

13.0 Staff Survey Governance Group

This item is now covered as part of the broader banner of Wellbeing at Work.

14.0 HR PERFORMANCE DATA (Q1) 01.04.2017 – 30.06.2017

Health and Safety

Quarter 1 ACCIDENT & INCIDENT OVERVIEW DETAILS

01.04.17 – 30.06.17

| | | Corporate Core Employees (average head count): 3697 | Schools Employees (average head count): 3695 |
|---|-----------|--|---|
| Accidents | Employees | 152 | 30 |
| Accident Rate Factor (Employees) AVERAGE | | 4% | 0.8% |
| | MOTP | 173 | 201 |
| Incidents | Employees | 49 | 3 |
| | MOTP | 121 | 126 |
| A&I Total | | 495 | 360 |

| | | Corporate Core | Schools |
|-------------------------|-----------|-----------------------|----------------|
| RIDDOR | Employees | 0 | 1 |
| | MOTP | 0 | 0 |
| RIDDOR Total | | 0 | 1 |

2.1 RIDDOR detail is as follows:

2.1.1 Schools reported 1 RIDDOR reportable incident. This involved a member of support staff injuring his hand whilst opening a gate. His injuries required minor surgery to the nail bed of a finger and he was incapacitated for more than 7 days – therefore this became a reportable injury.

2.1.3 There were no Health and Safety Executive (HSE) investigations involving the Council during Quarter 1.

Quarter 2 ACCIDENT & INCIDENT OVERVIEW DETAILS

01.07.17 – 30.09.17

| | | Corporate Core Employees (average head count): 3604 | Schools Employees (average head count): 3535 |
|---|-----------|--|---|
| Accidents | Employees | 59 | 33 |
| Accident Rate Factor (Employees) AVERAGE | | 1.6% | 0.9% |
| | MOTP | 190 | 105 |
| Incidents | Employees | 70 | 3 |
| | MOTP | 72 | 15 |
| A&I Total | | 391 | 145 |

| | | Corporate Core | Schools |
|---------------------|-----------|-----------------------|----------------|
| RIDDOR | Employees | 0 | 2 |
| | MOTP | 2 | 1 |
| RIDDOR Total | | 2 | 3 |

2.2 RIDDOR details are as follows:

2.2.1 Corporate Core RIDDOR – 1: A member of the public slipped on the steps outside the Municipal Buildings and sustained a fractured elbow and was taken directly to hospital.

Corporate Core RIDDOR – 2: A member of the public tragically sustained fatal head injuries whilst performing a stunt on a BMX type bike. The accident occurred in the early hours of the morning, whilst he was on Cheshire East property, (Tipkinder Park, Crewe). The RIDDOR report was purely precautionary and there was no suggestion that the Council may be culpable. The HSE were not involved and the Police are treating the incident as a tragic accident.

Schools RIDDOR - 1: whilst a member of catering staff dismantled tables, one table top fell on the injured person's ankle causing a fracture. The employee was incapacitated for more than seven days which resulted in a RIDDOR report.

Schools RIDDOR - 2: a school employee slipped on coffee which had been spilled in the corridor. The injured person sustained a fractured ankle and was incapacitated for more than seven days, resulting in a RIDDOR report.

Schools – RIDDOR 3: the member of the public incident involved a pupil injured while completing a “buggy building” exercise. A plastic barrel fell on the pupil’s arm and caused a fracture and the pupil was taken directly to hospital for treatment.

2.2.3 There were no Health and Safety Executive (HSE) investigations involving the Authority during Quarter 2.

3.0 CORPORATE HEALTH & SAFETY AUDIT PROGRAMME 2017

3.1 A corporate wide in-house Health and Safety Audit was undertaken earlier in 2017 across the three Directorates, comprising 28 Heads of Service / Corporate Managers / Principal Managers (referred to as ‘Audit Managers’).

3.2 In summary, audit outcomes across the Council were as follows:

- 20 services were evaluated as Low Risk
- 8 services were evaluated as Medium Risk
- 0 services were evaluated as High Risk

3.3 The Risk profile of each Directorate is identified as follows:

| Directorate | High Risk | Medium Risk | Low Risk | Total |
|--------------------|------------------|--------------------|-----------------|--------------|
| Corporate Services | 0 | 1 | 6 | 7 |
| People | 0 | 5 | 10 | 15 |
| Place | 0 | 2 | 4 | 6 |
| Total | 0 | 8 | 20 | 28 |

3.4 An outcomes report was discussed at Corporate Leadership Team on 09.08.17, the Corporate Trade Union meeting on 21.08.17 and at the Corporate Health and Safety Forum on 18.09.17. Each meeting will be supplemented through regular progress updates.

3.5 A Health and Safety training programme is being prepared with HR Workforce Development for the Wider Leadership Team (i.e.: Executive Directors, Directors and Heads of Service) and this includes:

- IOSH Leading Safely for Executive Directors
- IOSH Managing Safely for higher risk service managers
- a Legal firm briefing for remaining managers – covering high profile prosecutions, corporate manslaughter, risk assessment principles and general Health and Safety requirements
- specific risk assessment training and / or assistance for all managers who require this support

3.6 A final risk profile outcome position (reflecting the level of and location of any residual risks) will be discussed at Corporate Leadership Team in November after which the audit programme will have reached its conclusion. A further report will be provided to Staffing Committee at the next meeting.

15.0 HR PERFORMANCE DATA – Q2 (01.07.2017 to 30.09.17)

15.1 Headcount/FTE trend (excluding schools, agency workers and casuals)

| Date | Headcount | % change from previous year | % change from previous year excluding ASDV TUPE transfers out of CEC | FTE | % change from previous year | % change from previous year excluding ASDV TUPE transfers out of CEC |
|--------------------|--------------|-----------------------------|--|---------------|-----------------------------|--|
| 30 Apr 2012 | 5,449 | -7.01 | n/a | 4080.2 | -6.96 | n/a |
| 30 Apr 2013 | 5,103 | -6.35 | n/a | 3880.7 | -4.89 | n/a |
| 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 | n/a | 2835.3 | -1.95 | n/a |
| 30 Sep 2017 | 3,615 | n/a | n/a | 2840.0 | n/a | n/a |

Between April 2012 and September 2017, the overall Cheshire East Council employee headcount has reduced by 33.7%, and the overall number of FTE Cheshire East Council employees has decreased by 30.4%. Between April 2014 and September 2017, the overall Cheshire East Council employee headcount reduced by 17.9%, and the overall number of FTE Cheshire East Council employees decreased by 12.1% over the same period; however, as described previously, the larger (>10%) reductions in staffing between both 2013 and 2014, and 2014 and 2015 include staff TUPE transferring to ASDVs. Between April 2017 and September 2017, the overall Cheshire East Council employee headcount has reduced by 0.22%, with the number of FTE Cheshire East Council employees increasing by 0.17% over the same period.

15.2 Employee turnover, by financial year, since 2009-10 (whole Council – excluding schools, agency workers and casuals)

| Financial Year / Period | Headcount of all leavers inc. ASDV TUPE transfers | Employee turnover (all leavers, inc. TUPE transfers, as % of all employees) | Headcount of ASDV TUPE leavers (only) | ASDV TUPE transfer employee turnover (ASDV TUPE leavers as % of all employees) | Headcount of leavers minus ASDV TUPE transfers | Employee Turnover discounting ASDV TUPE transfers (ASDV TUPE leavers as % of all employees) | Headcount leavers, excluding ASDV TUPE transfers, resignation (only) | Resignation (only) Employee Turnover (resignation leavers as % of all employees) |
|-------------------------|---|---|---------------------------------------|--|--|---|--|--|
| 2009-10 | 838 | 13.2% | | | 838 | | 390 | 6.2% |
| 2010-11 | 931 | 15.5% | | | 931 | | 362 | 6.0% |
| 2011-12 | 830 | 14.7% | | | 830 | | 307 | 5.4% |
| 2012-13 | 657 | 12.5% | | | 657 | | 324 | 6.1% |
| 2013-14 | 1019 | 21.4% | 369 | 7.8% | 650 | 13.7% | 354 | 7.4% |
| 2014-15 | 1030 | 25.1% | 524 | 12.8% | 506 | 12.3% | 301 | 7.3% |
| 2015-16 | 566 | 14.9% | 21 | 0.6% | 545 | 14.4% | 305 | 8.1% |
| 2016-17 | 458 | 12.3% | | | 458 | | 311 | 8.4% |
| Apr-Sep-17 | 219 | 6.1% | | | 219 | | 159 | 4.4% |

15.3 Voluntary Redundancy

Ten people have left the Council under voluntary redundancy terms in quarter 2; eight held posts within the management grades (Grade 10 or above). The total severance cost for all employees was £339,580 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £2,145,814 (which is the combined accumulated costs of the deleted posts).

| Year | Number of voluntary redundancies |
|-------------|---|
| 2009 - 2010 | 280 |
| 2010 - 2011 | 399 |
| 2011 - 2012 | 264 |
| 2012 - 2013 | 94 |
| 2013 - 2014 | 124 |
| 2014 - 2015 | 30 |
| 2015 - 2016 | 98 |
| 2016 - 2017 | 22 |

15.4 Working days lost due to sickness absence:

| Financial Year | Calculated days lost to sickness absence per FTE employee – Cumulative in year absence at end of Q2 | Calculated days lost to sickness absence per FTE employee – full financial year |
|-----------------------|--|--|
| 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 | n/a |

15.5 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 using formal procedures. There have been two member appeals during Q2 2017/18.

Summary of current formal case work by employee:

| | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|------------------|------------|--------------|-----------|-----------------|----|
| As at June 2015 | 3 | 12 | 3 | 1 | 0 |
| As at Sept 2015 | 4 | 6 | 2 | 0 | 0 |
| As at Dec 2015 | 4 | 2 | 1 | 0 | 1 |
| As at March 2016 | 5 | 2 | 6 | 1 | 1 |
| 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 |

Summary of closed formal case work during period.

| | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|------------------|------------|--------------|-----------|-----------------|----|
| April – May 2017 | 0 | 1 | 0 | 0 | 0 |
| June – Sept 2017 | 2 | 5 | 5 | 1 | 0 |

Summary of new formal case work during period.

| | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|------------------|------------|--------------|-----------|-----------------|----|
| April – May 2017 | 0 | 3 | 1 | 1 | 1 |
| June – Sept 2017 | 0 | 3 | 6 | 0 | 1 |

16.0 **Access to Information**

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

Name: Sara Barker
Designation: Head of Strategic Human Resources
Tel No: 01270 686328
Email: sara.barker@cheshireeast.gov.uk

OFFICIAL