

Staffing Committee

Agenda

Date: Friday 21st January 2011
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda

3. **Public Speaking Time/Open Session**

In accordance with Procedure Rules No 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the Committee.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Members of the public should provide 3 clear working days notice, in writing, if they wish to ask a question at the meeting, in order for an informed answer to be given. It is not required to give notice of the intention to make use of public speaking provision, however, as a matter of courtesy, a period of 24 hours notice is encouraged.

4. **Minutes of the Previous Meeting** (Pages 1 - 4)

To approve the Minutes of the meeting held on 21 October 2010

5. **Business Planning Process 2011-14 - Pre Budget Report** (Pages 5 - 8)

To receive a report on the contents of the Pre Budget Report and comments on the proposals in terms of how their impact can be managed

6. **HR Update** (Pages 9 - 22)

To consider a report on the progress with Human Resource issues

7. **People Strategy Update** (Pages 23 - 30)

To consider a report on the progress with the Council's Five Year People and Organisational Development (OD) Strategy (2010 – 2015)

8. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

9. **Confidential Minutes** (Pages 31 - 34)

To approve the confidential minutes of the meeting held on 21 October 2010

10. **Items Requested by the Trade Unions**

- Continuation of the Voluntary Redundancy Scheme post April 2011
- Budget Consultation - Council Tax

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 21st October, 2010 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor D Topping (Chairman)
Councillor R Domleo (Vice-Chairman)

Councillors W Fitzgerald, R Fletcher, D Flude, P Mason and B Moran

Unions

Olga Kokkinis – UNISON
Craig Nicholson – UNISON
Phil Mason – UNISON
Colin Priest – GMB
Kevin Bradbury – GMB
Chris Millington – GMB
Anton Woolford – AEP Soulbury

Officers

Erika Wenzel, Chief Executive
Paul Bradshaw, Head of HR and Organisational Development
Julie Davies, HR Strategy Policy Manager
Suzanne Antrobus, Senior Corporate Solicitor
Rosie Ottewill, Workforce Development & Capacity Manager
Bronwen MacArthur-Williams, Corporate Health & Safety manager

13 APOLOGIES FOR ABSENCE

Apologies were received from Bob Blundell, UNISON; Lesley Hall, UNISON and Kevin Yoxall, UNISON.

14 DECLARATIONS OF INTEREST

Councillor D Flude declared a personal interest being a retired member of UNISON.

15 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

16 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 20 July 2010 be approved as a correct record.

17 HR UPDATE

The Head of Human Resource & Organisational Development, aided by HR Strategy Policy Manager, Corporate Health & Safety Manager and Workforce Development & Capacity Manager, presented a report which provided a general update on Human Resource issues, including Health & Safety, Organisational Development, HR Delivery and HR Policy and Reward.

The new electronic accident reporting system – PRIME, had officially been launched in September 2010 and was a corporate wide electronic system for the recording of all accidents, incidents and near misses. An updated accident/incident form had been produced to complement the new system.

The new Health & Safety Executive (HSE) Inspector and her Manager had visited the Council on 22 September and had focused on Waste and Recycling collection issues. The main purpose of this meeting was to get an understanding of the Council's structure and of the Waste & Recycling Service. A further visit was planned for 4 and 5 November, which would include a visit to two Depots. Trade Union representatives would have the opportunity to meet with the Inspectors then. Councillor Topping asked to be included as he was the Member Champion for Health and Safety.

Noise assessments had taken place in the Waste & Recycling service and readings indicated that some levels of exposure to noise were above the minimal action level. This meant that the Council must implement technical and organisational control measures to reduce the noise to the lowest level that was reasonable practicable. To achieve this, a time-scaled Action Plan had been developed which included taking further and more targeted measurements, improvements to the stillages into which the glass was collected, readings comparing older with newer vehicles, health surveillance of Operatives and an investigation into the use of suitable hearing defenders.

It was reported that officers would now not be receiving the hearing test training until January 2011. The Trade Unions were concerned about this delay as they felt this was an issue that needed to be dealt with urgently.

The proposed amendments to the Corporate Accident/Incident Reporting Policy and Investigation Procedures had been discussed with Trade Union representatives and at the Corporate Health and Safety Forum and the Committee were asked to approve the changes outlined in the report.

The second cycle of the aspire4excellent employee recognition scheme had been run in September. Almost 70 nominations had been received, with 21 individual and 4 team winners being selected by the Recognition Panel.

A Skills Award action group had been established involving both officers and union learning representatives from across the Council. An initial desktop assessment against the award criteria had been undertaken

which indicated the Council was already some way to meeting these requirements.

Work continued to develop new harmonised HR policies and procedures for the Council with ongoing consultation with trade unions. The policy and procedures would be supplemented by 'toolkits' for managers, which would comprise of guidance notes, frequently asked questions and model letters.

RESOLVED: That

- (1) the report be noted.
- (2) the Corporate Accident/Incident Reporting Policy and Investigation Procedure be approved.

18 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involved the disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972 and public interest would not be served in publishing this information.

19 CONFIDENTIAL MINUTES

RESOLVED:

That the confidential minutes of the meeting held on 20 July 2010 be approved as a correct record.

20 ITEMS REQUESTED BY THE TRADE UNIONS

The Trade Union representatives raised issues relating to the following matters:

- Connexions
- Asset Transfer
- Harmonisation

The meeting commenced at 2.05 pm and concluded at 3.15 pm

Councillor D Topping (Chairman)

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CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting:	21 January 2011
Report of:	Borough Treasurer and Head of Assets
Subject/Title:	Business Planning Process 2011-14 - Pre Budget Report

1.0 Report Summary

- 1.1 Cheshire East Council launched its Business Planning Process in July 2010. This process has enabled the Council to respond to the funding reductions from Central Government to address the national deficit by developing a series of budgetary and capital proposals for 2011/12.
- 1.2 The proposals will be published in the Pre-Budget Report on 19 January 2011. This document will be used as the basis of an engagement exercise to set out the proposals and ask for views on how their impact can be managed.
- 1.3 The views of Trade Unions will be considered at their regular meeting with the Staffing Committee in January.

2.0 Decision Requested

- 2.1 To note the contents of the Pre Budget Report and receive comments on the proposals in terms of how their impact can be managed.

3.0 Reasons for Recommendations

- 3.1 The Authority has a statutory duty to share budget and policy proposals with stakeholder groups and will do this between 19 January 2011 and the Council meeting on 24 February 2011 when the budget will be set.
- 3.2 Feedback on the proposals will be used to inform Cabinet deliberations on the final Budgetary position.

4.0 Wards Affected

- 4.1 Not applicable.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

- 6.1 The report contains policy proposals which will impact on service delivery.

7.0 Financial Implications (Authorised by the Borough Treasurer)

- 7.1 The report includes details of policy proposals which will affect service budgets from 2011/12 onwards.

8.0 Legal Implications (Authorised by the Borough Solicitor)

- 8.1 The Medium Term Financial Strategy must be underpinned by robust estimates and the level of reserves maintained by the Authority must be adequate.
- 8.2 The Council must have a robust process for budget setting in order to fulfil its fiduciary duties.

9.0 Risk Management

- 9.1 The steps outlined in this report will significantly mitigate the main legal and financial risks to the Council's financial management:
- a. The council must set a balanced Budget.
 - b. The council must set a legal Council Tax for 2011/12.
 - c. The council should provide high quality evidence to support submissions for external assessment. This can have the affect of reducing scrutiny, and audit charges that can be related to risk.
 - d. That council borrowing will comply with the Treasury Management Strategy.
- 9.2 A risk assessment for all individual proposals being put forward over £100,000 has been carried out by each Directorate.

10.0 Background and Options

- 10.1 During the early part of 2010/11 Cheshire East Council assessed its revised financial position following a change in Government and the launch of the programme to reduce national debt levels through reducing public sector expenditure in areas such as local government.
- 10.2 The high level steer at that time was to anticipate reductions of 25% over a four year period resulting in broad targets of 6% per annum.
- 10.3 In response the Council launched its Business Planning Process at Cabinet in July 2010. This marked the start of the process and all Directorates and Portfolio Holders began to generate revenue and capital proposals with regard to priorities, desired performance levels and the need to reduce expenditure.
- 10.4 The Comprehensive Spending Review was announced on 20 October 2010 and set out more details of the savings the public sector needed to make. The announcements were interpreted and the level of savings required was increased. The implications of the spending review were briefed on at regular meetings during October and November.

- 10.5 Given the very significant uncertainty over the level of funding available to the Council and concerns about the impact of underlying growth pressures being experienced in the current year that were not reflected in service budgets, Cabinet Members decided to adopt a net savings target of £30m in 2011/2012.
- 10.6 The Provisional Financial Settlement was released on 13 December 2010 and confirmed that this planning assumption was justified. The settlement represented an unprecedented level of change in the level and structure of local authority funding. This complexity and late release of the settlement has meant that the Council has taken time to understand the impact and finalise the proposals for next year.
- 10.7 Throughout the process the proposals have been challenged on two occasions to ensure the Authority has a robust set of revenue and capital proposals. These proposals will be published in the Pre Budget Report on 19 January 2011.
- 10.8 The Pre Budget Report will be used as the basis of a series of engagement meetings in January where stakeholders will be briefed on the proposals and asked for their views on how the Council can help mitigate their impact.
- 10.9 The engagement meetings are set for the following dates:

January	
20 th	Partners / Third Sector
21 st	Staffing Committee / Trade Unions
25 th	Schools' Forum
26 th	Businesses
27 th	Town and Parish Councils

and the public via the website and libraries.

- 10.10 The final position will be published in the Budget Report that will be presented to Council on 24 February 2011.

11.0 Access to Information

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

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Designation: Borough Treasurer and Head of Assets

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CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting:	21 January 2011
Report of:	Head of Human Resources & Organisational Development
Subject/Title:	HR Update

1.0 Report Summary

1.1 To update the Committee on progress with Human Resource issues.

2.0 Recommendations

2.1 To note the report.

3.0 Reasons for Recommendations

3.1 To ensure Members are kept up to date with HR developments.

4.0 Wards Affected

4.1 No specific wards affected.

5.0 Local Ward Members

5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

6.1 No significant implications.

7.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

7.1 No direct implications arising from this report.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 No direct implications arising from this report.

9.0 Risk Management

9.1 No significant risks identified.

10.0 Background and Options

10.1 HEALTH & SAFETY

10.1.1 PRIME – Electronic Accident Reporting System

10.1.2 Phase 1 of implementing PRIME – to non schools services – has been successfully completed and employee engagement has been very encouraging. Phase 2 delivery – to schools staff – commenced in November 2010. To date 15 schools are fully operational in using PRIME. It is anticipated that all services and schools will be using the electronic system by end March 2011.

10.1.3 Specific training has been delivered on the new PRIME software. This demonstrates how accident data can be entered locally and how information can be retrieved from the system. Future training dates in January and February 2011 are available via the link below:

<http://centranet.ourcheshire.cccusers.com/healthandsafety/Pages/default.aspx>

10.1.4 Recent Training Delivered

10.1.5 Health and safety courses delivered to CEC employees by members of the Corporate Health & Safety Team are detailed below. Further courses will run during January – March 2011 (details are available via the link above)

- Risk assessment training - 20 employees
- CIEH accredited Health & Safety Awareness training - 12 employees
- 3 Accident Investigation courses – these usually run in tandem with PRIME sessions
- 15 PRIME training sessions to both schools and non schools employees

NB: Basic Health & Safety Awareness courses and a Corporate Manslaughter course were cancelled during Quarter 1 due to a lack of interest.

10.1.6 Details of training which has been purchased from the Corporate Occupational Health & Safety Trainer are available at Appendix 1.

10.1.7 Course options have been expanded in conjunction with new HSE guidelines and uptake has been very successful, both from CEC and CWAC. However CWAC are reviewing how they anticipate providing services to Schools, Children's Centres and Adult Services in the future and the impact of this is currently uncertain.

10.1.8 Progress on the delivery of the Schools Business Support Agreement (SBSA)

10.1.9 By the end of December 2010, 34 Audits will have been undertaken at 30 Primary Schools, 3 Secondary Schools and 1 Special School. The programme is currently running to target.

10.1.10 Three briefing sessions were delivered by the Corporate Health & Safety Schools Team in November 2010, as part of the annual schools training programme. These focused on current hot topics and included a short introduction to PRIME (see 11.1.2). Attendees from Secondary and Primary schools included Headteachers, Bursars, Governors, Site Maintenance Officers and Health & Safety Co-ordinators.

10.1.11 Delivering the Corporate Noise Programme

10.1.12 A member of the Corporate Health & Safety Team has been trained by Occupational Health to undertake audiometric tests. This officer will take over the hearing test programme of Waste & Recycling Operatives at Commercial Road Depot (Macclesfield) from mid December 2010. Occupational Health Nurses will continue to deliver this service to Operatives at Pym's Lane Depot (Crewe) until a second Corporate Health & Safety Officer is trained in January 2011.

10.1.13 The OH Nurse has undertaken 20 hearing tests to date and so far, no results have shown that any operative has experienced work related hearing loss.

10.1.14 Personal protective equipment is being sourced which filters out high frequency noise whilst still enabling operatives to hear passing highway traffic and relevant environmental sounds.

10.1.15 An updated action plan is being implemented jointly by Waste Managers and the Corporate Health & Safety Team.

10.1.16 Delivering the Corporate Health and Safety Audit Programme

10.1.17 The Corporate Health & Safety Audit Programme has commenced with Officers being trained to undertake full audits in Environmental Services and Health & Wellbeing.

10.1.18 Within Environmental Services, an audit will be undertaken of both Streetscape & Bereavement Services, and Waste & Recycling Services, by mid February 2011. An action plan and full report will be prepared by the Corporate Health & Safety Lead Adviser for Places. The full audit within Highways will be delayed until current staff movements become static.

10.1.19 The programme will be initiated in Health & Wellbeing services in January 2011 following Audit training of the Corporate Health & Safety Manager – who will be assisted by the Corporate Health & Safety Lead Adviser for Performance & Capacity.

10.1.20 All other Service Managers will be completing self – audits in line with the five year Corporate Health & Safety Audit Programme.

10.1.21 New Policy – draft for consideration

10.1.22 A draft new policy is presented for comment. The Violence at Work Policy incorporates the use of the Potentially Violent and Aggressive Persons database and commences the first stage in the consultation process at this Committee meeting. The draft policy has been forwarded to Trade Union Representatives for comment and will conclude the consultation process at the Corporate Health & Safety Forum in February 2011.

10.1.23 The policy includes:

- Guidance for employees when working either with known or potentially violent persons. Links are made with the Corporate Lone Working Policy regarding arrangements for employees whilst working away from a CEC premise in a lone working capacity
- The Potentially Violent and Aggressive Persons database, which is a major tool available for advising employees of known violent or aggressive persons and dangerous dogs (or other animals). Information entered onto the database will be secure and will meet the criteria required by the Data Protection Act. Three nominated Managers will meet regularly to assess the addition and removal of information and will comprise the Customer Services Manager, the Benefits Manager and the Corporate Health & Safety Manager.

10.1.24 Approval of the draft Violence & Aggression Policy is requested.

10.1.25 Accident and Incident Data (Quarters 1 & 2: 01.04.10 – 31.10.10)

10.1.26 In the second quarter **319** accident / incident reports were reported either directly onto PRIME or to the Corporate Health and Safety Team, of which **39** were RIDDOR* reportable to the Health & Safety Executive. Three are pending RIDDOR approval and are awaiting further information to confirm their status. The total number of RIDDOR reportable incidents for Quarters 1 and 2 total **81**.

*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

	No. of Incidents	No. of RIDDORs
2009 - 2010		
Quarter 1	371	59
Quarter 2	119	62
Quarter 3	138	78
Quarter 4	135	77
Totals	763	276
2010 - 2011		
Quarter 1	144	42
Quarter 2	319	39 (+3 pending)

- 10.1.27 The highest numbers of incidents received and recorded so far are in the People Directorate. This is not unexpected due to the high number of public who use the services provided by this Directorate and the activities undertaken - particularly in Schools.
- 10.1.28 From July 2010 (Quarter 2), an increase in accident information has been entered onto PRIME in order to test its capabilities, prior to the corporate launch of the system in September 2010. Although this led to an initial surge in the total number of accidents reported, RIDDOR reports did not increase proportionally which indicates that there has been no compromise to Health and Safety across the organisation.
- 10.1.29 Further, nothing significant has been seen in schools accidents reported – there have been no significant accidents of note and no decrease in safety has been detected.
- 10.1.30 Details of RIDDOR incidents by Directorate and Type are detailed at Appendices 2 & 3.

10.2 ORGANISATIONAL DEVELOPMENT

10.2.1 Investors in People

- 10.2.2 As part of the process for CEC to retain Investors in People (IIP) recognition, a series of informal health-checks are being undertaken from October through to February. The aim of the health checks is to obtain a snapshot of how effectively people management and development practices are being embedded, ahead of the formal corporate assessment in May of 2011. Services that will take part in the informal health checks are as follows:

October – Finance and Health and Wellbeing

November - Streetscape and Housing and Planning (Places)

January – Care4ce (Adults)

February – Schools Catering and Child Protection and Cared for Children

10.2.3 Findings from the October and November health checks indicate that some good progress has been made since the beginning of the year. Headlines are:

- A **commitment** to the principles and ethos of the standard was evident
- Clear evidence of a number of **practical steps being taken** since initial informal health checks
- Main focus should be on **embedding effective and consistent** people management practices across CEC

10.2.4 **Cheshire East Manager**

10.2.5 One area that IIP has highlighted is the need to ensure there is a common understanding regarding the role of a Cheshire East manager and the skills, knowledge and behaviours that are required to undertake this role effectively. To support this two things are moving forward:

- Re-launch of the **employee development charter** which positions the partnership between an employee, their line manager and team
- Create an “**aspiring leaders**” competency framework and on-line toolkit to support the development of managers at all levels within the Council

10.2.6 **Employee support**

10.2.7 To support staff seeking redeployment or leaving the Council partnerships have been established with Next Steps (Adult Connexions) and CMC, to help build employee confidence in drafting application forms and CVs, preparing for interviews and job seeking generally. This runs alongside of an ongoing support package for staff seeking redeployment.

10.2.8 **Apprentices**

10.2.9 The Council's commitment to employing young people continues to strengthen. We are nearing 40 apprenticeships across the Council on both the corporate and local schemes. Offers have also recently been made to three young people who have graduated from the Princes Trust and five young people in care in Cheshire East. A development day for apprentices has recently been run at Tatton Park and was well received by all who attended.

10.2.10 To develop our commitment further all services are being asked to consider whether they could recruit and develop an apprentice when a vacancy occurs between grades 1 – 3. This approach provides both an opportunity for a young person to take their first step into employment whilst helping to manage service costs.

10.2.11 Oracle performance and learning management systems

10.2.12 Oracle Learning Management (OLM) and Oracle Performance Management (OPM) are two new modules being developed to improve some of our key employee processes and management information. OPM and OLM will be piloted before roll out planned to take place during 2011/12. The aim of the pilots is to test:

- **administrative functionality** and processes,
- **self serve functionality** for those who have Oracle access
- **other self serve workarounds and impacts** for those who do not have Oracle access.

10.2.13 **OLM** is to be piloted in three areas from late April – June 2011:-

Childrens social care

- Newly Qualified Social Workers (self serve)
- Residential care staff (Crewe) (self serve and non self serve)

Adults and Health and Wellbeing

- Approved Mental Health Practitioner team (self serve)

Borough Treasury and Assets

- Corporate training programme (self serve and non self serve)

10.2.14 **OPM** is to be piloted in six areas from early April – July 2011, aligned to the performance cycle

Childrens and Families

- Monitoring and Interventions team and Newly Qualified Social Workers (self serve)
- Policy and strategy team (self serve)

Adults and Health and Wellbeing

- Adults Safeguarding and Approved Mental Health Practitioner teams in Adults (self serve and non self serve)

Places

- Trading Standards (self serve)

Performance and Capacity

- HR&OD (self serve)
- Customer Access (self serve)
- Performance and Partnerships (self serve)

10.3 HR DELIVERY

10.3.1 Supporting Workforce Change

10.3.2 There has been a considerable amount of activity around workforce change in the third quarter of the year. Two hundred and seven employees were approved by Cabinet to leave under the current voluntary severance scheme, bringing the total number to date to 599.

10.3.3 So far, the Council has taken a Service by Service approach to inviting expressions of interest in voluntary severance – doing so as and when new

structures are created. In December 2010 however, the decision was taken to open up the invitation across the whole Council as part of the response to reduced Government Funding and the need for greater efficiencies. Naturally, approval will only be given where Services are able to reduce or remove the need for such employees.

10.3.4 The number of employees placed on the Redeployment Register reached 650 (since its inception in September 2009). The situation has been resolved for 348 of these people so far, through them having been redeployed or leaving on severance terms. Those employees who have been redeployed have reduced the Council's staffing spend by circa £8.5m and a further 16 people are currently on work trials to determine whether a permanent redeployment option is suitable.

10.3.5 There has also been a large number of Trade Union and Staff Consultation exercises that have arisen out of restructures, requirement for redundancies, closure of premises and the review / ending of various Shared Services. Other work impacting strongly on the HR Delivery Team, has included a variety of TUPE exercises – both out of, and into the Council, often as an emergency measure.

10.4 HR POLICY AND REWARD

10.4.1 Supporting Workforce Change

10.4.2 As part of the response to reduced Government Funding, the Council has introduced the following voluntary initiatives to generate savings – purchase of annual leave, extended unpaid leave and voluntary reduction in working hours.

10.4.3 To date the following approvals have been given:

Purchase of annual leave (2010/2011) – 26
Purchase of annual leave (2011/2012) – 47
Extended unpaid leave – 5
Reduction in working hours – 6

10.4.5 Harmonisation/Equal Pay

10.4.6 Work is continuing to address equal pay issues and develop a modern set of terms and conditions of employment for Cheshire East. Given reduced Government Funding, this work now includes addressing what savings can be made.

10.4.7 Initial formal proposals have now been made to the trade unions about the areas included in the review including car allowances, premium payments and overtime payments. Formal consultation will continue over the coming months. It is intended to implement the new pay structure and terms and conditions with effect from 1 September 2011.

10.4.8 A new employee newsletter, 'Fit for the Future' has been created with one edition published so far. Future editions of the newsletter will be published on an as and when basis to ensure that all employees are kept up to date and included in the consultation process about the review.

10.4.9 Regular updates as the work progresses will be provided to the Project Board, Member Steering Group, Staffing Committee and Cabinet.

10.4.10 Policy development

10.4.11 Work has continued to develop new harmonised HR policies and procedures for Cheshire East Council with ongoing consultation with the trade unions. A final consultation session with the trade unions will take place in January 2011.

10.4.12 Work has also continued to develop 'toolkits' for managers to supplement the policies and procedures. These will aim to support managers in implementing the policies and procedures and will comprise guidance notes, frequently asked questions and model letters.

10.4.13 It is intended that the new policies and procedures and the toolkits will be implemented in the same timescale as the new pay structure/terms and conditions.

11.0 Access to Information

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

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Designation: Senior HR Officer

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Email: Tracey.white@cheshireeast.gov.uk

TRAINING PURCHASED FROM THE CORPORATE OCCUPATIONAL HEALTH & SAFETY TRAINER

QUARTER 1 (01.04.10 – 30.06.10)

COURSE	TOTAL COURSES RUN	COURSES RUN AT CEC	No. OF CEC ATTENDEES		COURSES RUN AT CWAC	No. OF CWAC EMPLOYEES ATTENDING	TOTAL NUMBER OF ALL ATTENDEES
Emergency First Aid at Work	23	12	173		11	247	420
First Aid at Work	4	2	30		2	51	81
First Aid Re-Qualification	3	2	46		1	15	61
Paediatric First Aid	1	-	-		1	20	20
Manual Handling	4	2	15		2	16	31
Talks (to Mid Day Supervisors)	2	1	10		1	8	18
Talk to Children (about FA)	1	1	30 (children)		-	-	30 (children)
3 Hour FA Refresher (annual)	2	1	15		1	15	30
Safer Handling & Hoists	4	3	23		1	6	29
TOTALS	44	24	312		20	378	690

APPENDIX 1 CONTINUED

TRAINING PURCHASED FROM THE CORPORATE OCCUPATIONAL HEALTH & SAFETY TRAINER

QUARTER 2 (01.07.10 – 31.10.10)

COURSE	TOTAL COURSES RUN	COURSES RUN AT CEC	No. OF CEC ATTENDEES		COURSES RUN AT CWAC	No. OF CWAC EMPLOYEES ATTENDING	TOTAL NUMBER OF ALL ATTENDEES
Emergency First Aid at Work	19	10	187		9	141	328
First Aid at Work	2	-	-		2	37	37
First Aid Re-Qualification	3	-	-		3	45	45
Paediatric First Aid	1	1	22		-	-	22
Manual Handling	2	1	8		1	8	16
3 Hour FA Refresher (annual)	2	1	12		1	12	24
Safer Handling & Hoists	3	1	6		2	16	22
Induction Session (no charge)	1	1	60		-	-	-
TOTALS	33	16	295		18	259	554

END OF APPENDIX 1.

**TOTAL RIDDOR INCIDENTS REPORTED BY DIRECTORATE AND ACCIDENT TYPE
QUARTERS 1 & 2, 2010 - 2011**

	PEOPLE		PLACES	PERFORMANCE & CAPACITY	TOTALS
	Adults, Community, Health & Wellbeing	Children & Families			
Assaulted by a person	1	-	-	1	2
Contact with moving machinery / material being machined	-	1	1	-	2
Exposed to/in contact with a harmful substance	-	1	-	-	1
Fell from a height	-	4	1	-	5
Hit by a moving/flying/falling object	1	4	-	-	5
Hit something fixed or stationary	2	7	-	-	9
Injured while handling/lifting/carrying	3	-	-	-	3
Slipped/Tripped/Fell on the same level	3	23	8	-	34
Sporting activity	-	20	-	-	20
TOTALS	10	60	10	1	81

END OF APPENDIX 2.

APPENDIX 3

**TOTAL RIDDOR INCIDENTS BY DIRECTORATE AND LOCATION
QUARTERS 1 & 2, 2010 - 2011**

BUSINESS	SITE	TOTAL
ADULTS, COMMUNITY, HEALTH & WELLBEING	Cypress House	1
	Lincoln House Community Support Cr.	1
	Stanley Centre Day Care	1
	Alsager Civic Hall	1
	Prestbury Library	1
	Sandbach Library	1
	West Park	1
	Sandbach Leisure Centre	1
	Park lane	1
	Sub Total	9
Off Site	107 Forge Fields	1
	Service user's home	1
	The Thatches, Broadwalk, Prestbury	1
	Sub Total	3
	TOTAL	12
CHILDREN AND FAMILIES SERVICES	Oakley Centre Children's Centre	1
	Hurdsfield Family Centre	1
	Sub Total	2
Off Site	Morag Park, IOM	1
	Wheelock Hall Farm, Sandbach	1
	Sub Total	2
Primary Schools - Community	Beechwood Primary School	1
	Bollinbrook CE Primary School	1
	Dean Oaks Primary school	2
	Dean Valley Community Primary School	1
	Egerton Primary School	1
	Gawsworth Primary school	1
	Hollinhey Primary School	1
	Ivy Bank Primary school	1
	Leighton Primary School	1
	Nether Alderley Primary School	1
	Pebble Brook School	1
	Sound and District Primary School	1
	The Berkeley Primary School	1
	The Berkeley Primary School Wistaston	1
	Vine Tree Primary School	1
	Wheelock Primary School	1
	Wybunbury Delves C. of E primary school	1
	Sub Total	18

BUSINESS	SITE	TOTAL
Primary School- Voluntary Aided	St Mary's Catholic Primary School	1
	Sub Total	1
Secondary Schools - Community	Alsager School	3
	Brine Leas High School	2
	Congleton High School	7
	Eaton Bank School	1
	Holmes Chapel Comprehensive School	1
	Kings Grove School	5
	Middlewich High School	2
	St Thomas More Catholic High School	2
	Tytherington High School	1
	Wilmslow High School	2
	Sub Total	26
Secondary Schools - Foundation	Fallibroome High School	2
	Macclesfield High School	3
	Malbank School and Sixth Form College	1
	Sandbach High School and Sixth Form College	4
	Sub Total	10
Special School - Community Special	St Johns Wood Community School	1
	Sub Total	1
	TOTAL	60
PERFORMANCE AND CAPACITY	Emperor Court Offices	1
	TOTAL	1
PLACES - Environmental Services	Crewe Cemetery Badger Avenue	1
	Sub Total	1
Regeneration	Tatton Park	2
	Tatton Park Gardens	1
	Tatton Park Old Hall	1
	Sub Total	4
Safer and Stronger Communities	Car Park Tatton Street Knutsford	1
	Sub Total	1
Off Site	Cartmel Close	1
	Public Highway	1
	Sub Total	2
	TOTAL	8
FINAL TOTAL		81

END OF APPENDIX 3.

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CHESHIRE EAST COUNCIL

REPORT TO: Staffing Committee

Date of Meeting: 21 January 2011
Report of: Paul Bradshaw, Head of Human Resources & Organisational Development
Subject/Title: People Strategy Update

1.0 Report Summary

- 1.1 To update Staffing Committee on progress with the Council's Five Year People and Organisational Development (OD) Strategy (2010 – 2015) and to highlight future people priorities and issues, which will inform the HR and OD Service Plan 2011/12.

2.0 Recommendations

- 2.1 To note the report.

3.0 Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with progress and achievements against the People and OD strategy and to highlight some of the key people issues and priorities for the coming year.

4.0 Wards Affected

- 4.1 No specific wards affected.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

- 6.1 No significant implications.

7.0 Financial Implications (authorised by the Borough Treasurer)

- 7.1 No direct implications arising from this report.

8.0 Legal Implications (authorised by the Borough Solicitor)

- 8.1 No direct implications arising from this report.

9.0 Risk Management

- 9.1 Many of the actions in the People and OD Strategy contribute to the mitigating factors identified against the corporate risk entitled 'Workforce' – KCR10 and their progress is monitored and evaluated accordingly against this risk.

10.0 Background and Options

- 10.1 In January 2010 the first comprehensive five year People and OD Strategy for Cheshire East Council was developed and endorsed by Members and Trade Unions.
- 10.2 This report updates Staffing Committee on the positive progress made and outcomes achieved as a result of this strategy and also to highlights key people priorities issues for the future. These will inform the focus and content of HR and OD service plan for 2011/12.
- 10.3 This strategy was developed to enable CEC to address both national and local people priorities and to enable our employees to plan for, manage and deliver services to meet the changing needs, priorities and expectations of our communities.
- 10.4 The People and OD strategy also links closely with the Council's Workforce Development Planning framework and assists in ensuring that Workforce Planning and Service Planning are fully integrated processes.
- 10.5 Specific projects and initiatives are focused through seven key themes and are described as follows:
1. Organisational STYLE - focusing on our style through developing leadership at all levels and building high performance teams and culture.
 2. Organisational STRATEGY - focusing on our strategy through developing our strategic effectiveness in 'growing' future capacity.
 3. Workforce SKILLS - focusing on our skills through developing our workforce for change and improvement.
 4. SYSTEMS for improving - focusing on our systems through developing those which support organisational development, growth and improvement.
 5. Developing our STRUCTURES – focusing on our structures through developing mechanisms, support programmes and working with others to provide advice which enables structural change for improvement.
 6. Supporting and engaging our STAFF - focussing on our staff through developing, improving, learning from and engaging with our workforce.

7. The strategy is also clearly aligned to the ASPIRE shared values, which ensures that our programmes and activities continue to embed these values and develop our culture around them.

11.0 Projects and Outcomes

- 11.1 Each theme in the Strategy has a number of key outcomes identified against it and specific projects and tasks are prioritised on a year by year basis.
- 11.2 The following tables summarise outcomes and achievements made to date within each theme and identifies some of the key ongoing and future priority areas.

1. THEME – STAFF
<p>ACHIEVEMENTS - 2010</p> <ul style="list-style-type: none"> ➤ Supported 650 employees who have been placed on the Redeployment Register, resolving the situation for 348 people so far with a further 14 people currently on work trials. ➤ Development and Implementation of two new salary sacrifice schemes for CEC employees (Cycle to Work Scheme and Childcare Vouchers). ➤ 500+ Job evaluations carried out and 90% of structures now in place (supported by HR). ➤ All managers actively involved in supporting work life balance initiatives and the ongoing development and improvement of the Councils Flexible and Mobile working options. ➤ Staff Recognition Scheme developed and successfully launched. ➤ CEC's first Staff Survey conducted and fed back comprehensively. Focus groups established and facilitated by the OD team. ➤ Partnerships and development programme established to support staff seeking redeployment or leaving the Council. ➤ A corporate induction process including corporate welcome events and on-line materials has been developed and launched successfully and is mandatory for joining Cheshire East Council. ➤ The corporate learning and development programme has been launched, reviewed and extended to meet current and future priorities and demands.
<p>FUTURE PRIORITIES – 2011/12</p> <ul style="list-style-type: none"> ➤ Implementation of a new modern and flexible pay and grading structure and set of terms and conditions that are free from any form of bias, is affordable and most importantly fit for the future.

- Equal pay audits to be completed in a structured and systematic way.
- Development of a 'total rewards' statement for Cheshire East, including the development of further salary sacrifice and flexible benefit schemes.
- Review and further development of an effective Stress Management programme for the authority.
- Commitment to delivering the comprehensive Single Equality Scheme action plan and ensuring that we have a workforce that is representative of the community we serve.

2. THEME - STYLE

ACHIEVEMENTS – 2010

- We have delivered 6 'Leading Improvement' conferences reaching the top 400 managers, to drive efficiency and improvement.
- The Council has launched and extended a successful and well received Corporate development programme for first line managers, tailored to our needs and enabling our managers to gain a qualification from the institute of Leadership and Management (ILM). Third cohort now in progress.
- ASPIRE Values continue to be embedded through the ongoing development of the Performance Management Process and the staff recognition scheme.
- Supported Managers and employees through massive change programmes including the transformation and rationalisation of Services.

FUTURE PRIORITIES – 2011/12

- Opportunities for developing collaborative leadership development activities and programmes will be explored to ensure maximum value for minimum cost is derived from leadership development.
- Extensive development work and consultation to define, develop and launch an agreed corporate 'Cheshire East Manager' framework and underpinning competency framework. This will ensure future development and performance is targeted and secures the improvements we need.

3. THEME - STRATEGY

ACHIEVEMENTS – 2010

- CMT and Cabinet Joint away days managed and facilitated, some in conjunction with the IDeA, by the Organisational Development Team.
- Securing commitment to launching and extending the Council's offer to Employing Young People through Apprenticeship and Graduate recruitment. 40 Apprenticeships have been recruited and 4 graduate Trainees recruited.

FUTURE PRIORITIES – 2011/12

- Review develop and extend our Employing Young People offer across the Council to develop opportunities for young people and achieve savings.
- An effective succession planning model and framework to be established and implemented across the Council.

4. THEME - SKILLS

ACHIEVEMENTS – 2010

- CEC has signed up to the NWE0 Skills Pledge and will work in partnership with the Unions to develop a new Learning Agreement.
- Comprehensive Corporate Training Programme established and launched. Greater access to prioritised, effective and more widely available learning opportunities through a Corporate Training Offering, including e- learning programmes and facilities.
- Made significant progress with our commitment and progress towards attaining Corporate recognition for Investors in People(IiP)
- Delivered a range of key training opportunities for newly appointed Supervisors and Line Managers.
- Supported Managers to mitigate the impact of reductions including consideration of alternative Service Delivery options.
- Supported managers through over 65 pieces of casework covering disciplinary, grievance and Dignity at Work cases.
- Successfully delivered Personal Effectiveness Training to

FUTURE PRIORITIES – 2011/12

- Continue to make significant progress with our Action Plan and gain corporate IiP recognition by June 2011. Work to secure further improvements will continue through working to retain our recognition

through a post assessment action plan.

- Continue to develop our bespoke management and first line manager induction and training programme to ensure that our managers have the skills necessary to manage effectively and demonstrate the 'CEC Manager' behaviours as well as assisting with Succession Planning.
- Continue to develop effective Management Toolkits and Guidance notes to enable manager to manage effectively and interpret HR policies and procedures in a fair and consistent way.

5. THEME -SYSTEMS

ACHIEVEMENTS – 2010

- A bespoke Performance Appraisal process, based on ASPIRE values, has been developed and implemented. Managers are required to provide a performance rating for each employee. It also includes the identification of skills gaps and the formulation of personal development plans, linked to Corporate and departmental workforce development plans. 500 managers have been trained to date.
- Made significant progress in developing a programme to enable us to launch 2 new Oracle modules – Oracle Learning Management (OLM) and Oracle Performance Management (OPM). These will give improved employee processes and management information.
- Launched and developed a corporate approach to and developed and launched the Corporate Workforce Development Plan to specify and clarify the future workforce priorities for Cheshire East Council
- Successfully developed and re-launched the Schools Consultancy Intranet, providing an effective resource tool for schools staff.
- Ensured that organisational structure changes and appointments to roles are accurately recorded on the Oracle HR Information system to support management decision-making and inform the work carried out with regard to harmonisation.
- Successfully launched the PRIME system for accident reporting across the authority.
- Developed and implemented a complete suite of harmonised Health and Safety policies and procedures in conjunction with Trade Unions, employees and Elected Members.
- Renegotiated the Agency / Temporary Workers Master Vendor contract with Reed, securing efficiency savings in excess of £400k.

FUTURE PRIORITIES – 2011/12

- Further development, pilot and launch of Oracle OLM and OPM to enable the Council to deliver improved employee processes and

management information.

- Further development of the corporate approach Workforce Development Planning to ensure it forms an intrinsic part of our corporate service planning approach and process.
- To redesign and improve the HR and OD intranet site to better meet the needs of our employees and other stakeholders.
- Ongoing development of the PRIME system and continued monitoring and reporting on accidents and related H&S issues.
- Launch the online Cheshire Temporary Resourcing contract (in conjunction with Reed) to further drive efficiencies and maximise savings with regard to Agency Workers whilst at the same time ensuring compliance with the new Agency Workers Regulation (2011).

6. THEME – STRUCTURES

ACHIEVEMENTS – 2010

- Successfully ensured that the Oracle R12 update effectively captured the HR needs of the Council going forward.
- Established effective working relationships with colleagues in the health service to support collaborative working arrangements and the absorption of these into local authorities.
- Supported the conversion of three schools to Academy Status and the large-scale restructure of two Secondary Schools.
- Effectively managed the redeployment of 200+ employees and the exit of 599 employees through redundancy.
- Developed processes and procedures to support the effective operation of Shared Services – a relatively new model of working within the Public Sector.
- Ensured the continued provision of services to local residents as part of emergency rescues following insolvency of a number of organisations.

FUTURE PRIORITIES – 2011/12

- OPM and OLM pilot and roll-out during 2011 – 2012.
- To work with Shared Services to ensure a smooth transition through the Oracle R12 upgrade.
- Continue to develop relationships with partners to explore further opportunities for collaboration and joined up working.
- To work with Shared Services (HR and OHU) to ensure a smooth and effective transition to the new service delivery model.

11.3 Next Steps for 2011 - 12

- 11.4 Over the next 12 months, our HR activities and projects will build on the success of the strategy so far and ensure that the Council continues to have a strong strategic focus and approach to future workforce issues, in conjunction with effective workforce planning. This will undoubtedly become increasingly challenging over the coming months and years in light of the financial pressures and other challenges facing the authority.

12.0 Future reporting and Service Planning

- 12.1 The future people priorities identified as part of the strategy will form the basis of the HR and OD service plan and will be reviewed annually in line with service planning arrangements. The next plan will align the business planning cycle and run from April 2011 to March 2012.

13.0 Access to Information

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

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