

# Staffing Committee

## Agenda

---

**Date:** Thursday 12th April 2012  
**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**

To receive any 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 Nos.11 and 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 wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable 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.

---

Please contact Rachel Graves on 01270 686473  
E-Mail: [Rachel.graves@cheshireeast.gov.uk](mailto:Rachel.graves@cheshireeast.gov.uk) with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

4. **Minutes of Previous meeting** (Pages 1 - 4)

To approve the minutes of the meeting held on 13 January 2012

5. **HR Update** (Pages 5 - 14)

To consider a report on the progress with Human Resource Issues

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Friday, 13th January, 2012 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, D Flude, S Hogben, P Mason and B Murphy

**Unions**

Olga Kokkinis – UNISON  
Craig Nicholson – UNISON  
Lesley Hall – UNISON  
Kevin Yoxall – UNISON  
T Caffrey – UNISON  
Len Shand – UNITE

**Officers**

Erika Wenzel, Chief Executive  
Paul Bradshaw, Head of HR & Organisational Development  
Julie Davies, HR Strategy & OD Manager  
Bronwen MacArthur-Williams, Corporate Health & Safety Manager  
Suzanne Antrobus, Legal Services  
Ben Whitter, Senior Organisational Development Officer  
Amy Rowe, Apprentice  
Rachel Graves, Democratic Services

**37 APOLOGIES FOR ABSENCE**

Apologies were received from Councillor J Jackson and Phil Mason.

**38 DECLARATIONS OF INTEREST**

Councillor D Flude declared a personal interest as she was a retired member of Unison.

**39 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**40 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 20 October 2011 be confirmed as a correct record, subject to the following amendment:

24 Apologies for Absence

'Olga Kikkinis' be amended to read 'Olga Kokkinis'.

**41 APPRENTICESHIP SCHEME**

The Committee received a presentation on the Council's Apprenticeship Scheme - the 'A' Team, from Ben Whitter, Senior Organisational Development Officer, and apprentice Amy Rowe.

The Apprenticeship Scheme provided people aged 16+ with work based training and development experiences across a wide range of council services. Since the scheme had begun in 2010 it had given more than 80 young people the opportunity to work in various council services. There were currently 65 young people in placements across the Council. The Council was developed partnership working with the Princes Trust, Cheshire Fire & Rescue Service, Wulvern Housing, Total People and YMCA. The Scheme had just launched apprenticeships in the Leisure industry with 21 places being available.

The 'A' Team had recently attended an event at Manchester City's Etihad Stadium to share its success and best practice model with other councils in the north.

Apprentice Amy Rowe explained that she had joined the Council as an apprentice in May 2011. She had completed her A-levels at school but had not wanted to go to university and was looking for an alternative when she found about the Apprenticeship Scheme. She was currently working in Marketing in the Communications Team and also worked on the A Team marketing. She was working towards her NVQ Level 3 and attended Macclesfield College one day a week.

The Committee thanked Ben and Amy for their presentation and congratulated them on the work that had been done to establish the scheme and make it successful. The Trade Union representatives echoed this and asked if there was anything they could do to help and support the scheme.

**42 HR REPORT**

The Head of Human Resources and Organisational Development, aided by the HR Strategy & OD Manager and Corporate Health & Safety 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.

Health and Safety

It was reported that the Corporate Health and Safety Service had delivered 38 training courses during Quarter 2. The courses provided included First Aid, Manual & Safer Handling and on PRIME.

A programme of Health & Safety Reviews for Children and Families (non-school) had commenced in September 2011. An initial Review was completed at a residential centre with very encouraging results on health & safety management. Inspections had also taken place of services and locations in the Places Directorate, Adult Services and Leisure Services

In Quarter 2, 1365 accidents/incidents were entered into PRIME, of which 87 were RIDDOR reportable to the Health & Safety Executive. These figures represented a drop of 5% for the total numbers of accidents reported and 9% for RIDDOR reports when compared to Quarter 1 of the current financial year.

It was not possible to draw meaningful comparisons between last year and this year's Quarter 2 figures as the electronic accident recording system – PRIME, was still in its test phase and was only properly rolled out across the organisation from December 2010, meaning that many accidents continued to be recorded locally and were not collated into one central database as now. Quarter 3 would provide a more meaningful comparison.

### Organisational Development

To broaden development opportunities for staff and maximise scarce resources, collaborative opportunities with other public sector organisations within the sub-region were being progressed and included a programme to develop leadership skills for managers.

Work was underway to refresh the *aspire* values and to develop a framework for managers and staff to define "how" successful people approach their work and achieve great things. This behavioural framework would form part of the performance development process from 1 April 2012.

### HR Delivery

The HR Delivery team had been heavily involved in providing data and carrying out consultation to support the implementation of harmonisation. The Team had also worked on a number of potential TUPE situations, both into and out of, Cheshire East Council. These included the provision of information and consultation with staff, unions, and external councils on the transfer out of services and assets to town and parish councils.

### HR Policy and Reward

The revised package of terms and conditions had been implemented with effect from 1 November 2011, with the main changes affecting pay in December 2011. The reassessment of applications for the Regular Car Users Allowance had been completed and the results would be implemented in January 2012 pay.

The current contract for the supply of agency workers comes to an end on 31 March 2012. Work had been undertaken to re-let the contract on a joint basis with Cheshire West and Chester Council. A decision would be taken at the Cabinet meeting on 9 January 2011 on the new supplier.

**RESOLVED:**

That the report be noted.

**43 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:**

That the press and public be excluded from the meeting during the consideration if the following item 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.

**44 ITEMS REQUESTED BY THE TRADE UNIONS**

The Trade Union representatives raised issues in relation to the following items:

- Devolution of Services/Asset Transfer
- Trade Union Secondment.

The meeting commenced at 2.05 pm and concluded at 3.35 pm

Councillor D Topping (Chairman)

## CHESHIRE EAST COUNCIL

### Staffing Committee

---

**Date of Meeting:** 12 April 2012  
**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.

2.2 To provide final approval of the Visitor's Policy and Part 1 of the Corporate Health and Safety Policy which were both previously approved by the Corporate Health and Safety Forum on 2 March 2012.

2.3 To consider the options outlined in the report on the review of the Trade Union Facilities Agreement and confirm views.

#### **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 – Carbon Reduction - 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 as a result of this update report. Risks relating to specific issues will be dealt with separately.

## 10.0 Background and Options

### 10.1 HEALTH AND SAFETY

#### 10.1.1 Inspection Programmes

10.1.2 Inspections of services and locations have included:

- Places & Organisational Capacity Directorate - Newall Avenue Depot, Pym's Lane Workshops, Congleton Park Prop Unit, Tatton Farm, Lyme Green Depot, Queens Park Depot, Middlewich, Alsager & Sandbach Mess / Depots, Tatton Workshop and Mess Rooms;
- Adults, Leisure Services and Libraries - Crewe Pool, Cheyney House, Middlewich Leisure Centre, Wilmslow Leisure Centre, Alsager Library (including the mobile unit) and Lincoln House. Safety advice was given to the Brereton Totem Pole project.

#### 10.1.4 Delivery of Corporate Health and Safety Training

10.1.5 50 training courses and briefing sessions have been delivered by the Corporate Health & Safety Team during Quarter 3 to 764 delegates:

NO.	COURSE	ATTENDEES
17	Emergency First Aid at Work (6 hours training)	279
3	Paediatric First Aid (12 hours training)	45
3	Corporate Manslaughter (3 hours contact)	15
5	First Aid at Work - 5 courses - 58 delegates (18 hours training)	58
2	Safer Handling (6 hours training)	16
1	CIEH Basic Health & Safety (6 hours training)	15
4	First Aid Re-Qualification (12 hours training)	69
1	Epi-pen awareness session (1½ hrs training)	15
1	AED (3 hours training)	15
5	PRIME (electronic accident reporting system)	28
2	Use of Evac Chair (1 at MTH, 1 at Westfields)	8
4	Briefings to Primary, Secondary & Special School Headteachers (2½ hours contact)	159
1	Schools' specific Risk Assessment Course (3 hours training)	16

1	Health & Safety element at Corporate Induction	
<b>50</b>		<b>764</b>

### **10.1.6 Draft Policy for Approval - Visitors Policy & Guidance Notes**

10.1.7 Employers have a duty to ensure the health, safety and welfare of people who are not in their employment but who may be affected by the activities of their undertaking. This draft policy details the health & safety arrangements which are in place for visitors (including customers, contractors, maintenance personnel, guests, delivery drivers etc) coming onto Cheshire East Council premises.

10.1.8 As the draft Visitors Policy was approved at the Corporate Health & Safety Forum on 2 March 2012, it is requested that final acceptance is given to the document, in line with agreed consultative procedure.

### **10.1.9 Draft Policy for Approval - Corporate Health & Safety Policy (Reviewed)**

10.1.10 This policy has been significantly re-structured to now form Part 1 (containing the Policy Statement, Introduction and Organisation) and Part 2 (which details corporate policies and procedures). The purpose is to merge current supporting policies into one document – thus creating a single point of reference for Managers. The new policy will contain a streamlined content and will be supported by separate guidance notes.

10.1.11 Part 2 will be presented to the Corporate Health & Safety Forum for comment on 6<sup>th</sup> July 2012 and then onto the Staffing Committee shortly afterwards, after which both parts will be combined into 1 policy.

10.1.12 As Part 1 of the draft reviewed Corporate Health & Safety Policy was approved at the Corporate Health & Safety Forum on 2 March 2012, it is requested that final acceptance is given to the document, in line with agreed consultative procedure.

### **10.1.13 Proposed Changes to RIDDOR Reporting Requirements**

10.1.14 Subject to parliamentary approval, the RIDDOR\* Regulations will be amended in order to increase the period for reporting incidents and injuries. \*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR).

10.1.15 The trigger point after which an injury must be reported to Enforcing Authorities will increase, from over three days' to over seven days' incapacitation – and will be effective from 6 April 2012. The deadline by which an over 7-day injury must be reported will also increase to 15 days from the day of the accident.

- 10.1.16 The Corporate Health & Safety Team currently reports relevant accidents to the HSE via PRIME (the electronic accident reporting system). This responsibility and process will remain unchanged, with the current exception of schools that have not purchased the health & safety aspect of the Schools Business Support Agreement (SBSA) contract. As now, these schools will continue to be directly responsible for informing the HSE of any reportable accidents / incidents.
- 10.1.17 **Corporate Accident & Incident Statistics Quarter 3, (01.10.11 – 31.12.11)**
- 10.1.18 In Quarter 3, **2002** accident / incident reports were entered onto PRIME, of which **74** were RIDDOR reportable to the Health & Safety Executive. These figures represent an increase of 46.67% for the total numbers of accidents reported and a fall of 14.94% for RIDDOR reports, when compared to Quarter 2 of the current financial year.

**TOTAL ACCIDENTS / INCIDENTS FOR THE LAST 5 QUARTERS**

Quarter	No. of Accidents & Incidents on PRIME	No. of RIDDOR Reports
Q3 2010-2011	1581	122

Q4 2010 – 2011	1637	142
Q1 2011 -2012	1388	94
Q2 2011 - 2012	1365	87
Q3 2011 - 2012	2002	74

- 10.1.19 Care4CE reported a total of **556** accidents and **67** incidents, **3** of which were RIDDOR Reportable. This accounts for 31.12% of the total accidents / incidents reported in Quarter 3. Overall the number of incidents reported by Care4CE has increased and can be explained by better reporting by Care4CE employees with an improved understanding of the difference between accidents and incidents.
- 10.1.20 Overall, Schools reported **976** accidents and **21** incidents, **54** RIDDOR reportable. These included 47 assaults, 94 hit by a flying or moving object (mainly sports related), 371 slips, trips and falls and 117 sports injuries. This can be explained by continued education and awareness of the PRIME system – training is still being delivered to school employees, in particular by the SBSA Health & Safety team during their audit visits. Also of note is the fact that 6 of the 7 new Academy Schools have made the decision to buy-back the PRIME system under the SBSA agreement. Although Academies will be responsible for their own RIDDOR reporting, the Corporate Health & Safety team will have ready access to accident and incident details - and these can be closely monitored.

- 10.1.21 Tatton Park reported **23** accidents – 13 of which involved members of the public, with **1** RIDDOR reportable incident (down from 4 in Quarter 2).
- 10.1.22 Leisure Facilities reported **245** accidents and **5** incidents, including **6** RIDDOR reportable incidents. This is a decrease from **11** in Quarter 2. Accidents / incidents included **12** slips, trip and falls, **12** accidents in swimming pools and **7** falls from height.
- 10.1.23 The above table at 11.1.18 shows a comparison between Quarter 3 2010 - 2011 and Quarter 3 2011-2012. There is an increase in the overall accidents and incidents of **23.63%**, but a decrease in RIDDOR reportable incidents of **39.35%** when compared with the current quarter.
- 10.1.24 Details of RIDDOR incidents during Quarter 3 are shown at Appendix 1 - by Division and Service Area and at Appendix 2 - by Division and Accident Cause.
- 10.1.25 Four full quarters of meaningful accident data are now available on the PRIME system. It is interesting to note that the number of accidents and incidents reported continues to rise whilst RIDDOR reportable accidents continue to fall. This is mainly because:
- PRIME is being better utilised by employees with more now being conversant with the system;
  - Those responsible for reporting RIDDOR accidents have access to much better quality of information which enables them to make decisions regarding the need to report accidents;
  - Corporate Health and Safety Advisors are now fully experienced in the use of the system and the RIDDOR reporting process;
  - A large number of PRIME user licences were issued during Quarter 2 – as increased awareness of PRIME has resulted directly from the ongoing robust training programme.

## **10.2 ORGANISATIONAL DEVELOPMENT**

### **10.2.1 Apprenticeships**

- 10.2.2 The Apprenticeship programme continues to be successful with approximately 70 young people currently on placements across the Council, including opportunities within schools. The focus continues to be on developing an apprenticeship model that is inspirational and sustainable, seeking collaborative opportunities within the community and partners to further expand opportunities for young people within the Borough.
- 10.2.3 A series of A-Team road shows are planned during April to raise awareness and encourage young people about to leave school or college to consider joining the A-team.

#### **10.2.4 Online learning zone**

10.2.5 Work is underway to develop an on-line learning zone for employees and members. This web based site will host a range of development tools such as e-learning, learning forums and access to webinars. This facility compliments other forms of learning such as classroom based, by providing a cost effective and flexible means of learning in bite size pieces. The site can be access from both work and home and will be launched later in the spring.

#### **10.2.6 Our great journey**

10.2.7 Recognising the importance of developing a great culture in Cheshire East to achieve and sustain great performance, work is now well progressed to refresh our **aspire** values and to develop a framework of behaviours that define “how” successful people approach their work and achieve great things.

10.2.8 The “Behaviours for success” will form part of the performance development (appraisal) process from 1 April 2012. This will be supported by a series of manager briefing session during April and May, which will enable managers to brief and engage their teams. Alongside of this a number of “kick start” initiatives have also been identified to provide a signal to people that we are committed to building a culture where we work together, to get great results.

#### **10.2.9 Investors in People – extended framework**

10.2.10 Cheshire East Council achieved the Investors in People (IiP) core standard in June 2011, which focused on establishing a solid foundation of good people management and development practices across the Authority. To support our ambitions of becoming a great Council we have decided to work towards a higher level standard within the IiP extended framework of bronze, silver or gold. Our aim is to be recognised as a best practice Council and so we have set our sights high with the aim of achieving the silver award by May 2014.

10.2.11 This decision reflects the Council’s commitment to work together to develop, improve and embed people management and development strategies and practices which enable individuals and teams to be the very best they can be. Working towards the extended framework will also provide an important measure of our progress in developing a “great culture” by focusing on areas such as:

- Embedding core organisational values
- Creating an ethos of continuous learning and improvement
- Developing engaging leadership and management capabilities
- Developing the Councils reward and recognition strategy

- 10.2.13 To obtain an initial snapshot of how we are doing, an informal assessment across the Council will take place in May 2012. A further informal assessment will take place in May 2013, leading to formal whole Council assessment during spring 2014. The Councils internal review team will continue to undertake the assessments, with the support of the External Assessor.

### **10.3 HR DELIVERY**

#### **10.3.1 Supporting Workforce Change**

- 10.3.2 The HR Delivery Team has been continuing to work on a number of potential TUPE situations both into and out of, Cheshire East Council. These include provision of information and consultation with staff, unions and external councils on the transfer out of services and assets to Town & Parish Councils and Connexions. The team has also been working closely with colleagues in the Central and Eastern Primary Care Trust to develop a co-working arrangement for Public Health prior to the Council assuming full responsibility in April 2013.

- 10.3.3 The HR Delivery team have also continued to pilot a number of new automated Oracle processes designed to provide managers and the organisation with more accurate and easily accessible data. I-expenses has been trialled in HR & OD and will now be rolled out to Corporate Services in May; Children, Families & Adults in June and Places & Organisational Capacity in July. Automated absence triggers will also be rolled out during April alerting managers to the fact that some form of action is required in response to absence.

- 10.3.4 Redeployment remains a key strategy to avoiding costly redundancies, retaining valuable skills and experience, and demonstrating that the Council values its employees and considers maintaining employment to be one of its priorities. Another 9 people have been successfully redeployed since the last Staffing Committee Report, taking the total number redeployed to date to 349 since September 2009.

### **10.4 HR POLICY AND REWARD**

#### **10.4.1 Review of Trade Union Facilities Agreement**

- 10.4.2 At the Staffing Committee held on 13 January 2012 members requested that a review of Facilities Agreement be undertaken. This is currently underway and a report with options will be presented to Cabinet in the first instance. A further update will be provided to Staffing Committee in due course. In the meantime, the number of trade union secondments to Unison has reduced from 4 to 3 Officers as much of the work associated with the negotiation of new terms and conditions of employment has now been completed.

**10.4.4 Agency Workers Contract**

10.4.6 The current contract for the supply of agency workers to the Council comes to an end 31 March 2012. Work has been undertaken to re-let the contract on a collaborative basis with Cheshire West and Chester Council and at the Cabinet meeting held on 9 January 2012 members took the decision to award the contract to Comensura.

10.4.7 Work has continued to ensure a smooth transition to the new provider from April 2012 including a series of Comensura-led training events for managers. The contract should result in savings for the Council as a result of reduced margins and improvements in back office processes.

**10.4.8 Linking Pay to Performance**

10.4.9 Members will recall during discussions concerning the review of terms and conditions they provided their support to the principle of linking pay to performance as an alternative to automatic progression based on service.

10.4.10 A small working group has now been established to investigate the options that are available to the Council in this area and initial discussions have commenced with the trade unions. Members will be updated on progress at future meetings.

**11.0 Access to Information**

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

Name: Tracey White  
Designation: Senior HR Officer  
Tel No: 01270 371418

**APPENDIX 1: Total RIDDOR incidents by Directorate & Location Quarter 3  
(01.09.11- 31.12.11)**

<b>BUSINESS</b>	<b>SITE</b>	<b>TOTAL</b>
<b>ADULTS COMMUNITY HEALTH AND WELBEING</b>	Holmes Chapel Leisure Centre	1
	Macclesfield Leisure Centre	1
	Middlewich Leisure Centre	2
	Sandbach Leisure Centre	1
	Sir William Stanier Leisure Centre	1
	The Mayfield Day Care Centre	1
	The Peatfield Centre	1
	The Redesmere Centre	1
	Victoria Community Centre	1
<b>Sub Total</b>		<b>10</b>
<b>CHILDREN AND FAMILIES – NON-SCHOOLS</b>	Nantwich Children’s Centre	1
	3 Claremont Road	2
<b>Sub Total</b>		<b>3</b>
<b>CHILDREN AND FAMILIES - SCHOOLS</b>	All Hallows Catholic College	1
	Alsager School	5
	Audlem St James Primary School	1
	Bexton Primary School	2
	Bollinbrook Primary School	1
	Brine Leas High School	4
	Congleton High School	2
	Dean Valley Primary School	1
	Elworth Hall Primary School	1
	Haslington Primary School	1
	Havannah Primary School	1
	Holmes Chapel High School	3
	Hungerford Primary School	1
	Leighton Primary School	1
	Malbank High School	6
	Middlewich High School	1
	Parkroyal Primary School	1
	Pear Tree Primary School	1
	Pebblebrook Primary School	1
	Poynton High School	1
	Prestbury Primary School	1
	Ruskin High School	2
	Sir William Stanier High School	6
	St Thomas More High School	1
	The Quinta Primary School	1
	Underwood West Primary School	1
	Upton Prior Primary School	1
Wilmslow High School	4	
Wyche Primary School	1	
<b>Sub Total</b>		<b>54</b>
<b>PLACES</b>	Not on Site (Including the public highway)	4
	Tatton Park	1
<b>Sub Total</b>		<b>10</b>
<b>TOTAL</b>		<b>73</b>

