

Staffing Committee

Agenda

Date: Tuesday 28th April 2015
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 top 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 disclosable pecuniary and non-pecuniary 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.

4. **Minutes of Previous meeting** (Pages 1 - 6)

To approve the minutes of the meeting held on 15 January 2015.

5. **Health and Safety Update** (Pages 7 - 12)

To consider a report on Health and Safety matters within the Council

6. **HR and Organisational Development Update** (Pages 13 - 26)

To consider a report on HR and Organisational Development issues

7. **Director of Children's Services** (Pages 27 - 28)

To consider a report advising on the Interim arrangements to cover the statutory responsibilities of the Director of Children's Services.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 15th January, 2015 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor R Domleo (Chairman)
Councillor H Murray (Vice-Chairman)

Councillors D Flude (Sub for Cllr Jackson), D Marren, B Moran, B Murphy,
D Newton and L Smetham (Sub for Cllr Brown)

Officers

Mike Suarez, Chief Executive
Bronwen MacArthur Williams, Corporate Health and Safety Manager
Rosie Ottewill, Organisational Development Manager
Dinah Robertson, HR Business Partner
Sally Gold, Legal Services
Rachel Graves, Democratic Services Officer

15 APOLOGIES FOR ABSENCE

Apologies were received from Councillors D Brown and J Jackson.

16 DECLARATIONS OF INTEREST

No declarations of interest were made.

17 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

18 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 23 October 2014 be approved as a correct record.

19 HEALTH AND SAFETY UPDATE

The Committee received a report which provided a general update on health and safety matters.

The Corporate Health and Safety Manager report that 17 corporate health and safety courses had been delivered during quarter 3, which had been attended by 170 staff members.

The Corporate Health and Safety Policy had been completely refreshed and had been through the agreed consultation route. The Committee was advised that this was the final opportunity to make any further recommendations before the document was forwarded to the Head of Paid Service for approval.

The Quarter 3 accident and incident statistics showed a total of 665 accidents in the corporate core area, with 15 RIDDOR reportable accidents. Details of the monthly statistics for October, November and December 2014 were circulated at the meeting.

The Committee had been informed at its last meeting that it was more appropriate for the Cheshire Residents First Board to issue an annual report to the Committee on the accident and incident statistics of the Alternative Service Delivery Vehicles. It was asked if this report could be expanded to include details for Cheshire Highways and other contractors.

The Committee also asked about accident and incident statistics for the schools in Cheshire - maintained schools, faith schools, free schools and academies, and asked where this information was reported to.

RESOLVED:

That the report be noted.

20 HR AND ORGANISATIONAL DEVELOPMENT UPDATE

The Organisational Development Manager presented a report which provided a general update on human resources issues.

It was reported that the Making A Difference annual staff awards had taken place in December 2014. The winners of each category were as follows:

- Employee of the year for support staff 2014:
Jonathan Sayer
- Employee of the year for front line staff 2014:
Becky Yates
- First-time manager of the year 2014:
Lee Hudson
- Manager of the year 2014:
Jonathan Potter
- Team of the year for collaboration 2014 – joint winners:
Connecting Cheshire Partnership
Supported Employment Team
- Team of the year for outstanding service 2014:
Youth Crime Prevention
- Members' choice 2014 – joint winners:
Lorraine Rushton
Congleton and Macclesfield SMART

- Corporate Leadership Board award for community impact:
Housing Options
- Deputy Leader's award for special public service:
Tim Kingston
- Leader's Award for employee of the year:
Sue Walczak

As part of the Council's continued work to build staff engagement, there was a proposal to hold four half day conferences entitled the 'Big Event', which would share and update colleagues on the opportunities and challenges ahead for the Council. The Committee expressed an interest in the events, asking about attendance, post event evaluation and costings.

A new and market leading employee recruitment system known as Taleo was expected to go live on 15 January 2015. Jointly commissioned with Cheshire West and Chester Council and CoScious, the new system would replace the current vacancy management system which was no longer fit for purpose. The Taleo system supported the end to end recruitment cycle from identifying the need/vacancy through to sourcing potential candidates, engaging and managing candidates through the process, completing checks and formalities and bringing them into the Council. The Committee asked that the access to job opportunities was not confined to on-line applications but tailored to the potential candidate pool and ensuring access to disabled and disadvantaged applicants.

Work would commence shortly to develop the Council's Workforce Strategy for 2015/18. The outcomes of the workforce strategy were as follows:

- Have an agile, multi-skilled, engaged and high performing workforce able to respond to the challenges and opportunities ahead
- Where appropriate attract and retain the best people from all sectors of the community to work for the Council
- Share and deploy available resources across the Council in the best way to ensure priorities are achieved.

The Committee commented on objectives and themes of the Workforce Strategy. Further details would be brought to the Committee in due course.

Shared parental leave was a new legal entitlement for eligible parents of babies due, or children placed for adoption, on or after 5 April 2015 and allowed both parents with the opportunity to consider the best arrangements to care for their child during the child's first year. As a result of the legislation, HR would be reviewing the Council's maternity; paternity and adoption leave and pay policies and procedures to make the necessary administrative changes. The Committee would be updated on any changes to these policies once the review had been completed.

Work was being undertaken on the possibility of using pay variance to support the retention of key staff on an exceptional basis. The Committee expressed a number of reservations in doing this and it was agreed that further work would be carried out on the policy.

The Council was required to produce and publish a pay policy statement by 31 March on an annual basis. Cabinet would be considering the pay policy at its next meeting and make recommendations to Council on 26 February for adoption. A copy of the draft pay policy was shared with the Committee. A shorter version of the pay policy had been developed which focused on the Council's broad pay principles and policies which would require minimal updating each year. Further information would be provided by web based links which could be updated as appropriate – providing a relevant and reader friendly format.

It was reported that six people had left under the voluntary redundancy terms in Quarter 3. The total severance costs for all six employees were £275,636 inclusive of redundancy and actuarial costs. It was estimated that over the next five years, these reductions would save the Council over £1,095,555. The terms for voluntary redundancy would be reviewed in September 2015.

The Council was providing 200+ work experience sessions for young adults and school children and arranging 50 apprenticeship pathways for schools and college leavers into employment. Three people with learning difficulties had been offered Apprenticeships and of these, two had moved into permanent roles with the Council. Just under 3% of Apprentices had declared a disability. In addition the Supported Employment Teams supported individuals with various disabilities into paid employment within the Council and external organisations.

The Gold and Silver HR consultancy packages had been bought back by 138 schools, which was a slight decrease on last year due to some schools joining Multi Academy Trusts which provided their own HR support.

The changes to the disciplinary, grievance and dignity at work policies and procedures, reported at the last meeting, had now been considered by the Corporate Leadership Board and Trade Unions and the policies and procedures are in the process of amendment. It was asked if the proceedings resulting from these policies and the appeal hearings could be tape recorded. The Committee was in support of the idea. Officers agreed to explore the idea further and report back to the Committee.

The cumulative average days lost to sickness in the third quarter were slightly higher than in the previous financial year. It was agreed that a special meeting should be held to discuss sickness absence in more detail.

RESOLVED:

- 1 That the report be noted.
- 2 A special meeting of Staffing Committee be held to discuss sickness absence.

21 SENIOR MANAGEMENT RESTRUCTURE - EXECUTIVE DIRECTOR ECONOMIC GROWTH AND PROSPERITY

The Committee considered a report which detailed the job description for the position of Executive Director Economic Growth and Prosperity.

Council, at its meeting on 11 December 2014, had agreed to the creation of a new role of Executive Director Economic Growth and Prosperity to strengthen the Council's Senior Leadership capacity in preparation for significant developments in economic development and regeneration.

The role had been evaluated and fell within the existing senior manager grade range of £110,000 to £120,000 per annum plus a possible Performance Related Pay of up to £10,000 per annum in accordance with the Council's Pay Policy.

RESOLVED:

That the Job Description of the role of Executive Director Economic Growth and Prosperity be noted.

22 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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

23 SENIOR MANAGEMENT RESTRUCTURE - EXECUTIVE DIRECTOR OF ECONOMIC GROWTH & PROSPERITY - STAFF IMPLICATIONS

The Committee considered a report on the appointment of the position of Executive Director Economic Growth and Prosperity.

RESOLVED:

- 1 That Caroline Simpson be assimilated into the role of Executive Director Economic Growth and Prosperity, subject to the approval of Cabinet.

- 2 the Chief Executive be instructed to take the necessary steps to impellent the decision.

The meeting commenced at 2.00 pm and concluded at 4.30 pm

Councillor R M Domleo (Chairman)

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 28 April 2015
Report of: Head of HR & Organisational Development
Subject/Title: Health and Safety Update

1.0 Report Summary

1.1 This report provides an update on Health and Safety matters within the Council.

2.0 Recommendation

2.1 That the report be noted.

3.0 Reasons for Recommendations

3.1 To ensure that the Committee is kept up to date with Health and Safety matters.

4.0 Wards Affected

4.1 No specific ward affected

5.0 Local Ward Members

5.1 Not applicable

6.0 Policy Implications

6.1 No direct implications arising from this report.

7.0 Financial Implications

7.1 No direct implications arising from this report.

8.0 Legal Implications

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 HEALTH AND SAFETY UPDATE

Please note that data within this report refers only to employees working in schools and the corporate core.

10.1 DELIVERY OF TRAINING DURING QUARTER 4: 01.01.15 – 31.03.15

10.1.1 **21** courses have been delivered across **224** employees from the Corporate Core and from Schools.

| No. Courses | Course Title | Attendees |
|--------------------|-----------------------------------|-------------------------------|
| 5 | Emergency First Aid At Work | 58 (27 Corporate, 31 Schools) |
| 1 | IOSH Managing Safely | 3 (3 Corporate) |
| 3 | CIEH Level 2 Health & Safety | 29 (27 Corporate, 2 Schools) |
| 3 | Basic First Aid | 47 (47 Schools) |
| 3 | First Aid At Work Requalification | 29 (20 Corporate, 9 Schools) |
| 3 | First Aid At Work | 30 (13 Corporate, 17 Schools) |
| 1 | IOSH Managing Safely Refresher | 1 (1 Corporate) |
| 2 | Manual Handling | 27 (5 Corporate, 22 Schools) |
| 21 | TOTALS | 224 |

10.2 VISITS AND INSPECTIONS UNDERTAKEN DURING QUARTER 4: 01.01.15 – 31.03.15

2.1 The following school visits and Local Exhaust Ventilation (LEV) tests were undertaken:

- Primary Reviews – 43
- Secondary Reviews – 4
- Special School Reviews – 1
- LEV Tests Design & Technology – 3
- LEV Tests Science – 2

2.2 Inspections undertaken included:

- Hollins View
- Mayfields allotments
- Crewe Lights switch on
- Carter House
- Macon House
- Heatherbrae
- Nantwich Lights switch on
- Congleton Lights switch on
- Cheyne Hall

10.3 REVISION OF THE CORPORATE HEALTH & SAFETY POLICY

10.3.1 The revised document has completed the consultative route process and is now being implemented.

10.4 THIRD ROSPA AWARD PORTFOLIO ENTRY - OUTCOME

10.4.1 The Corporate Health & Safety Service submitted a RoSPA Award portfolio in February 2015 and has recently been informed that Cheshire East Council has been awarded its third consecutive Gold Award.

10.5 CORPORATE ACCIDENT & INCIDENT STATISTICS - QUARTER 4: 01.01.15 – 31.03.15

10.5.1 Statistics are shown in relation to employee numbers and follow the HSE formula for calculating the Accident Frequency Percentage. Commentary is presented relating to a selection of specific accidents and incidents of note. Comparisons should be possible between quarterly figures on an annual basis (year on year) from Quarter 3 in 2015.

10.5.2 The format of accident / incident¹ statistics which the Staffing Committee receives every quarter reflects the:

- reduced number of staff remaining within CEC
- separate identification of schools data
- fact that statistics regarding Academies are no longer reflected in these figures - as Academies are now responsible for their own accident and RIDDOR reporting
- fact that statistics regarding ASDVs are no longer reflected in these figures

Total number of RIDDOR Accident / Incidents

| Reporting Period | No. of Accidents & Incidents on PRIME | No. of RIDDOR Reports |
|--|---------------------------------------|-----------------------|
| Q1– Q4: 2011- 2012 | 6528 | 322 |
| Q1– Q4: 2012- 2013 | 5956 | 151 |
| Q1– Q4: 2013- 2014 | 6271 | 113 |
| Q1: 2014- 2015 (including ASDVs) | 1396 | 10 |
| Q2: 2014- 2015 (excluding ASDVs) | 1037 | 21 |

¹ An incident is an event where no physical injury occurs, although this may still be RIDDOR reportable depending upon the circumstances – e.g. a fire, loss of electric power or a scaffold collapse.

| | | |
|--|------|----|
| Q3: 2014- 2015 (excluding ASDVs) | 1374 | 45 |
| Q4: 2014- 2015 (excluding ASDVs) | 1288 | 17 |

| Q4: 2014 – 2015: Accidents & Incidents (excluding ASDVs) | | | |
|---|-----------------------|----------------|-----------|
| Corporate Core | RR² | Schools | RR |
| 629 | 3 | 659 | 14 |

10.5.3 Monthly statistics for January, February and March 2015 are shown below:

ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.01.15 – 31.01.15

| | | Corporate Core employees³: 3893 | Schools employees: 4657 |
|---|-------------------|---|--------------------------------|
| Accidents | Employees | 7 | 24 |
| Accident Rate Factor (Employees) | | 1.8% | 5.2% |
| | MOTP ⁴ | 46 | 220 |
| Incidents | Employees | 26 | 1 |
| | MOTP | 63 | 4 |
| A&I Total | | 142 | 249 |

| | | Corporate Core | Schools |
|---------------------|-----------|-----------------------|----------------|
| RIDDOR | Employees | 1 | 0 |
| | MOTP | 0 | 7 |
| RIDDOR Total | | 1 | 7 |

ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.02.15 – 28.02.15

| | | Corporate Core employees: 3885 | Schools employees: 4513 |
|--|--|---------------------------------------|--------------------------------|
|--|--|---------------------------------------|--------------------------------|

² RR – RIDDOR reportable accidents

³ All employee numbers (i.e.: both corporate core and schools) refer to head counts

⁴ MOTP – Members of the Public

| | | | |
|---|-----------|------------|------------|
| Accidents | Employees | 40 | 7 |
| Accident Rate Factor (Employees) | | 10.3% | 1.5% |
| | MOTP | 97 | 192 |
| Incidents | Employees | 56 | 0 |
| | MOTP | 21 | 2 |
| A&I Total | | 214 | 201 |

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

ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.03.15 – 31.03.15

| | | Corporate Core employees: 3875 | Schools employees: 4423 |
|---|-----------|---------------------------------------|--------------------------------|
| Accidents | Employees | 58 | 8 |
| Accident Rate Factor (Employees) | | 15% | 1.8% |
| | MOTP | 120 | 191 |
| Incidents | Employees | 30 | 1 |
| | MOTP | 65 | 9 |
| A&I Total | | 273 | 209 |

| | | Corporate Core | Schools |
|---------------------|-----------|-----------------------|----------------|
| RIDDOR | Employees | 0 | 1 |
| | MOTP | 1 | 3 |
| RIDDOR Total | | 1 | 4 |

10.5.4 COMMENTARY:

Corporate Core – RIDDOR Reports

Three RIDDOR reportable accidents occurred:

- One involved a service user suffering cuts and lacerations when a commode collapsed in a care home
- Two involved staff who were incapacitated for more than seven days - one employee required an operation to repair tendons in their hand after sustaining a cut whilst butchering a deer at Tatton Park and the other, a Care4CE employee, sustained a back strain

Corporate Core - General

The majority of incidents reported involved:

- Low level verbal abuse / threats from service users who displayed challenging behaviour in various care facilities
- incidents where no injury was sustained

However there were also:

- three instances where employees were threatened or intimidated by members of the public during their lunch break or whilst carrying out their jobs. All three incidents were reported to the Police and appropriate action taken
- one incident where an employee was subject to foul and abusive language from a supplier's delivery driver

Schools – RIDDOR Reports

The majority of the RIDDOR reportable accidents involved pupils who were injured whilst undertaking sporting or other curriculum activities (e.g. drama) and were then sent to hospital. None of the injuries were serious and no-one was detained in hospital.

Two RIDDOR reportable slip/trip/fall accidents occurred involving schools staff:

- one slipped on spilt food (resulting in a fractured arm)
- one fell and fractured a finger after a pupil accidentally tripped her up with a chair (resulting in more than 7 days off work)

Schools General

Two incidents of aggressive and threatening behaviour occurred:

- between two sets of parent at the school gate
- an aggressive outburst by a pupil towards staff (no injuries)

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CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 28 April 2015
Report of: Phil Badley, Interim Head of HR & OD
Subject/Title: HR and Organisational Development

1.0 Report Summary

1.1 To update the Committee on progress with Human Resource (HR) and Organisational Development (OD) items.

2.0 Recommendation

2.1 To note the report.

3.0 Reasons for Recommendations

3.1 To ensure Members are kept up to date with HR and OD developments and that the newly adopted 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 risks identified as a result of this update report. Risks relating to specific issues will be dealt with separately.

7.0 Financial Implications

7.1 No direct implications arising from this report.

8.0 Legal Implications

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 Organisational Development

10.1 Workforce strategy

Staffing Committee was briefed in January that work would commence to develop the Councils Workforce Strategy, priorities and work plan to achieve the following broad outcomes:

- We have an agile, multi-skilled, engaged and high performing workforce able to respond to the challenges and opportunities ahead.
- Where appropriate we attract and retain the best people from all sectors of the community to work for the Council.
- Share and deploy available resources across the Council in the best way to ensure priorities are achieved.

Work on developing the Workforce Strategy and plan to achieve these outcomes is underway following initial consultation with a range of key stakeholders which has identified six interlocking themes – culture and values, organisational design, leadership and management, building capability and capacity, resourcing and talent, reward and recognition. A further update will be given at the next meeting of the Committee.

10.2 Transparency Code 2014

The Department for Communities and Local Government issued the Local Government Transparency Code 2014 in October last year. This code places a requirement on all Councils to prepare and publish a range of factual data on which policy decisions are based and on which public services are assessed or which is collected or generated in the course of public service delivery. The Chief Operating Officer has instigated a project to address the requirements of the code. The HR elements of the code, which are consistent with the Council's Pay Policy Statement and with the Statement of Accounts, are detailed below. The information will shortly be published through the Councils website to meet four sections of the code:

- **Organisation Chart** - authorities must publish an organisation chart covering the top three management tiers of the organisation
- **Senior Salaries** - as well as the data required to be published under the Accounts and Audit Regulations 2011 (Statement of Accounts data) the code now also requires a summary of responsibilities for each post and remuneration for employees whose salary exceeds £50,000.
- **Pay Multiple** - this information is already included in the Councils Pay Policy Statement and will be updated to provide the ratio between the highest paid and the median earnings figure of the authority's workforce.
- **Trade Union Facility Time** – to include the number of staff who are union representatives, names of trade unions represented and an estimate of spending on unions.

11.0 HR Policies and Processes

11.1 Shared Parental Leave

Staffing Committee was previously advised of the Shared Parental Leave regulations which came into force on 1st December 2014 and apply to children expected to be born or placed for adoption on or after 5th April 2015. This allows the parents of the child to share a mother's remaining maternity leave or adoption leave, and pay between them. A Shared Parental Leave Procedure has been developed, based on the regulations, ensuring that the Council meets its statutory obligations and is available on the Centranet.

11.2 Living Wage

The Council has made a commitment to adopt the Living Wage for directly employed staff in the autumn and will encourage its adoption by maintained schools and contractors. An implementation plan is currently under development to achieve the Council's commitment and consultation with the unions started in March 2015.

11.3 Absence

Following the update report on attendance at the last Committee it was agreed to arrange a special meeting of the Committee to discuss sickness absence. As a result of a further discussion with the Chairman it was agreed to defer the date of the meeting to enable a review of the full years data. It is suggested that this item form the basis of a report to the July Committee. In the meantime updated information is provided at Appendices 1 and 2.

12.0 Voluntary Redundancies

12.1 The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council's Three Year Plan. The effective use of voluntary redundancy in this way enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority and minimises the prospect of compulsory redundancy.

12.2 Two people have left the Council under voluntary redundancy terms in Quarter 4. The total severance cost, for both employees was £77,000, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £400,000 (which is the combined accumulated costs of the deleted posts).

12.3 A total of thirty staff have left under voluntary redundancy in the 2014/15 financial year

13.0 Workforce Development and Apprentices

13.1 Towards Excellence Training Programme

Over 200 blended learning sessions have been provided to ensure employer responsibilities are met, including all statutory requirements (Fire, Health and

Safety, Equality and Diversity) and mandatory requirements (data protection, safeguarding and risk management). This provision continues for all Council employees, ASDVs and Private, Voluntary and Independent (PVI) sector (4000 + delegates).

Adult Social Care is subject to the biggest change in social care law following the Care Act coming into effect from 1st April. In order to make sure our staff and providers are legally compliant, a training programme has been implemented. A staff launch event was held in January for all adult social care staff. Following this, 800 training manuals and additional learning material were developed by the Workforce Development team and rolled out through the delivery of over 30 separate training sessions since January for all staff and providers to access. A new e-learning package for the Care Act, that will be accessible to all staff and commissioned providers, has also been launched.

The Workforce Development team is developing excellent business links with all areas of the Council to help them identify where they are on their journey to excellence, helping them to understand where they would like to be and how the team can enable them to get there. This involves continually working to identify areas for improvement and adopting a structured approach to improve the lives of Residents in Cheshire East with an on-going programme of training for all staff to meet their statutory obligations.

13.2 Virtual College

The delivery of City and Guilds accredited vocational courses in Health and Social Care, Business Administration and ATE (Adult Teaching) continues to support mainly Adult Services with Level 2, 3 and 4 qualifications (200 delegates). The E-Learning platform hosts Health & Social Care SCILs and EILs distance learning programmes.

13.3 Management Institute of Excellence

The Workforce Development team supports staff to achieve nationally recognised qualifications. Four cohorts are studying for Institute of Leadership and Management (ILM) nationally recognised qualifications including level 3 for “Aspiring” and newly appointed managers, level 5 for experienced managers and a **Leading Ladies** cohort to promote specific management roles for women and highlight equal opportunities within the Council. Liaison with MMU enhances the qualification with specific Children Social Care Management requirements (150 delegates). A Business Breakfast programme has been delivered for managers in conjunction with NW Employers. A Business management programme of workshops and networking events is available to all Council managers looking to improve commercial and enterprise skills.

13.4 Professional Development Academy

Undergraduate students are supported in statutory practical experience during their university course / study. Internship opportunities are provided for

university graduates seeking long term employment and all graduate employees receive support in their first Council role.

The Workforce Development team is addressing all regulatory professional body requirements for social workers, Approved Mental Health Practitioners (AMHP), occupational therapists and educational psychologists. This involves designing accredited workshops and conferences in conjunction with principal managers. England's Chief Social Worker visited the workshops and selected them for inclusion in her annual address.

A skills audit of officers working within services of the Chief Operating Officer has been completed with an 81% return. Responses are being collated to inform professional development and upskilling of staff.

13.5 Apprentices & Work Experience Programme

The Council is providing 200+ work experience sessions for young adults and school children and arranging apprenticeship pathways for school and college leavers into employment. In addition the Council has introduced Higher Apprenticeships in Finance and Social Media and proposes to introduce Higher Apprenticeships in Legal Services and HR. This initiative is supporting the government's policy to grow and progress higher apprenticeships throughout the UK.

Workforce Development is part of the government's trailblazing programme to introduce employer standards across apprenticeship frameworks. The current cohort of Apprentices is 56 (17 of which are within ASDVs), with two vacancies being advertised and/or in the recruitment process. With effect from 1st April, all Apprentices will be in receipt of age appropriate minimum wage to attract high calibre young people.

Workforce development worked with the National Apprenticeship Service and developed an Apprenticeship Job and Careers Fair event in March that attracted over 600 attendees. As an employer, CEC has signed up to The Crewe Pledge, an initiative that brings together businesses, schools, FE and HE institutions with the aim of providing every young person living, studying or working in Crewe with the opportunity to develop employability related skills.

14.0 Education HR Consultancy

14.1 The Education HR Consultancy Team has delivered six Accredited Safer Recruitment Training Courses to 111 delegates that have included staff and governors. The training has been very well received and feedback has been very positive. Demand has meant that a further 2 courses will be delivered in May and June. In addition the team have been commissioned to run 5 bespoke courses for clusters of schools for 65 delegates.

14.2 The team have also delivered seven additional bespoke training courses which have covered a range of HR topics for individual and groups of schools. The team have provided Recruitment and Selection Support for Senior Leadership posts within a number of schools and academies.

14.3 A new Leave of Absence Policy has been developed and is currently with trade unions for consultation. A new Parental Leave Policy was published in February for adoption by Governing Bodies and the team have also produced some Frequently Asked Questions to support school and academy customers in relation to Disqualification by Association.

14.4 The team have supported numerous schools and academies with restructures, redundancy and other casework during the period.

15.0 HR Performance Data

Headcount/FTE by Directorate:

Quarter 4 2014-15 (Jan-Feb-Mar 2015)

| Directorate/Service (excludes ASDVs and Schools) | Jan-15 | | Feb-15 | | Mar-15 | |
|---|--------------|---------------|--------------|---------------|--------------|---------------|
| | Headcount | FTE | Headcount | FTE | Headcount | FTE |
| Public Health | 21 | 18.3 | 22 | 19.3 | 22 | 19.3 |
| Media (Communications and PR) | 9 | 9.0 | 8 | 8.0 | 8 | 8.0 |
| Strategic Commissioning | 2855 | 2062.7 | 2850 | 2060.7 | 2845 | 2053.2 |
| Adults Social Care & Independent Living | 1159 | 875.7 | 1160 | 879.0 | 1148 | 871.3 |
| Children's Services | 1164 | 742.5 | 1156 | 736.6 | 1169 | 742.1 |
| Commissioning and Client Support | 26 | 24.8 | 26 | 24.8 | 27 | 25.8 |
| Communities | 504 | 417.7 | 506 | 418.3 | 500 | 413.0 |
| Chief Operating Officer | 606 | 489.8 | 605 | 491.5 | 604 | 489.8 |
| Commissioning | 51 | 46.6 | 53 | 49.0 | 52 | 47.2 |
| Corporate Resources and Stewardship | 334 | 261.6 | 329 | 258.6 | 317 | 254.2 |
| Democratic Services and Governance | 86 | 57.3 | 86 | 57.4 | 92 | 57.1 |
| Legal Services | 39 | 34.7 | 39 | 34.7 | 38 | 33.7 |
| People and OD | 58 | 51.7 | 60 | 53.7 | 60 | 53.7 |
| Apprentices | 37 | 37.0 | 37 | 37.0 | 44 | 43.0 |
| Economic Growth & Prosperity | 413 | 329.9 | 411 | 328.5 | 407 | 325.3 |
| Assets | 29 | 28.0 | 29 | 28.0 | 29 | 28.0 |
| Investment | 90 | 81.7 | 89 | 80.8 | 88 | 79.8 |
| Strategic and Economic Planning | 116 | 105.8 | 115 | 105.0 | 109 | 100.1 |
| Strategic Infrastructure | 10 | 10.0 | 9 | 9.0 | 10 | 9.5 |
| Visitor Economy, Culture and Tatton Park | 166 | 102.5 | 165 | 102.0 | 166 | 103.2 |
| Cheshire East Council Total | 3893* | 2910.8 | 3885* | 2909.0 | 3875* | 2896.6 |

*: Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure. Includes PATROL. **Note:** within table 1A the Chief Executive has not been included in any of the Directorate/Service information, but is counted in the overall Cheshire East Council headcount and FTE figures.

Quarter 4 2013-14 (Jan-Feb-Mar 2014)

| Directorate | Jan-14 | | Feb-14 | | Mar-14 | |
|---|--------------|---------------|--------------|---------------|--------------|----------------|
| | Headcount | FTE | Headcount | FTE | Headcount | FTE |
| Places & Organisational Capacity | 1901 | 1400.9 | 1890 | 1391.5 | 1869 | 1380.1 |
| Adults Services (<i>inc. public health</i>) | 1299 | 993.5 | 1293 | 988.6 | 1304 | 995.6 |
| Children & Families | 1118 | 765.1 | 1114 | 763.0 | 1104 | 754.3 |
| Finance & Business Services | 249 | 230.7 | 248 | 229.8 | 246 | 227.9 |
| Shared Services | 120 | 112.6 | 118 | 110.6 | 113 | 107.0 |
| Legal & Democratic | 119 | 80.2 | 116 | 79.2 | 120 | 79.3 |
| Apprentices & Graduates | 51 | 49.0 | 49 | 47.0 | 47 | 45.0 |
| HR & OD | 49 | 42.9 | 48 | 42.3 | 48 | 42.3 |
| Cheshire East Council Total | 4883* | 3675.0 | 4853* | 3652.1 | 4828* | 3,631.4 |

*: Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure.

The new Oracle HR Organisation Structure was implemented within Oracle in September 2014, as a result the FTE/Headcount and Absence figures presented are no longer directly comparable between financial years; the FTE by Directorate information for 2013-14 is presented in the old Directorate/Service groups, whilst the 2014-15 information is presented in the new Directorate/Service groupings.

Headcount/FTE trend (whole council – excluding schools and casuals):

| Date | Headcount | % change from previous year | FTE | % change from previous year |
|-------------|-----------|------------------------------|--------|------------------------------|
| 30 Apr 2009 | 6,522 | n/a | 4891.5 | n/a |
| 30 Apr 2010 | 6,155 | -5.63 | 4582.8 | -6.31 |
| 30 Apr 2011 | 5,860 | -4.79 | 4385.4 | -4.31 |
| 30 Apr 2012 | 5,449 | -7.01 | 4080.2 | -6.96 |
| 30 Apr 2013 | 5,103 | -6.35 | 3880.7 | -4.89 |
| 30 Apr 2014 | 4,403 | -13.72 | 3232.7 | -16.70 |
| Date | Headcount | % change from previous month | FTE | % change from previous month |
| 31 May 2014 | 3,960 | -10.06 | 2951.8 | -8.69 |
| 30 Jun 2014 | 3,960 | 0.00 | 2952.5 | 0.02 |
| 31 Jul 2014 | 3,960 | 0.00 | 2957.2 | 0.16 |
| 31 Aug 2014 | 3,976 | 0.40 | 2965.9 | 0.29 |
| 30 Sep 2014 | 4,011 | 0.88 | 2954.5 | -0.38 |
| 31 Oct 2014 | 4,014 | 0.07 | 2956.2 | 0.06 |
| 30 Nov 2014 | 4,011 | -0.07 | 2950.5 | -0.19 |
| 31 Dec 2014 | 4,010 | -0.02 | 2958.4 | 0.27 |
| 31 Jan 2015 | 3,893 | -2.92 | 2910.8 | -1.61 |
| 28 Feb 2015 | 3,885 | -0.21 | 2909.0 | -0.06 |
| 31 Mar 2015 | 3,875 | -0.26 | 2896.6 | -0.43 |

NB On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (24 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100 FTE) TUPE transferred to CoSocius. On 1st January 2015, 71 employees (31 FTE) TUPE transferred to TSSL; a number of Cleaners also TUPE

transferred to schools/Academies/private companies on 1st January 2015. On 31st March 2015, 44 employees TUPE transferred to Civicance.

Between April 2009 and March 2015 the overall Cheshire East Council employee headcount has reduced by 41% and the overall number of FTE Cheshire East Council employees has decreased by 41%. Between April 2014 and March 2015 the overall Cheshire East Council employee headcount has reduced by 12%, and the overall number of FTE Cheshire East Council employees decreased by 10% over the same period.

Leavers during Quarter 4 2014-15 (Jan-Feb-Mar 2015):

| Reason for leaving | Headcount of leavers | FTE |
|---|----------------------|------------|
| Resignation | 67 | 44 |
| TUPE Transfer | 65 | 46 |
| Retirement (<i>including Normal Retirement - 60/65, Retirement - Efficiency, Early Retirement - 85 Rule, Ill Health Retirement with Benefits</i>) | 15 | 11.00 |
| End of Fixed Term/Contract without Benefits | 4 | 0.00 |
| Voluntary Redundancy | 3 | 3.00 |
| Mutual Termination | 2 | 1.00 |
| Capability | 1 | 1.00 |
| Unsatisfactory Probation | 1 | 1.00 |
| Deceased | 1 | 1.00 |
| Disciplinary | 1 | 1.00 |
| Total | 160 | 109 |

Excluding TUPE transfer staff, the Cheshire East turnover between January and March 2015 (only) was (95 leavers divided by 3884 (average) headcount) was 2.4%. 42% of all leavers during Q4 in 2014-15 left following resignations, 41% through TUPE transfers and 9% following retirements. **Please note:** these figures reflect reasons for leaving entered by managers into the Oracle employee database.

Working days lost due to sickness absence:

Figures for absence reflect (*calculated*) days lost to sickness absence per FTE employee).

Cumulative Absence – year to date figures:

| | Jan | Feb | Mar |
|------------|-------|-------|-------|
| Q4 2014/15 | 10.05 | 10.90 | 11.97 |
| Q4 2013/14 | 9.53 | 10.53 | 11.33 |

Whole Council excluding Schools – year to date cumulative absence; figures show cumulative calculated days lost to sickness absence per FTE employee

Absence within month – year to date figures:

| | Jan | Feb | Mar |
|------------|------|------|------|
| Q4 2014/15 | 1.27 | 1.05 | 1.09 |
| Q4 2013/14 | 1.27 | 1.14 | 1.11 |

Whole Council excluding Schools – year to date cumulative absence; figures show cumulative calculated days lost to sickness absence per FTE employee

Though absence levels within individual months during quarter 4 of 2014/15 were **slightly** lower than the same months in 2013/14, the cumulative average days lost to sickness, per FTE employee, overall during 2014-15 was higher (11.97 days) than the previous financial year (11.33 days).

HR Casework

Summary of formal case work figures for January – March 2015.

| | Capability | Disciplinary | Grievance | DAW | ET |
|---|------------|--------------|-----------|-----|----|
| Ongoing cases in progress from previous quarter | 2 | 3 | 3 | 1 | 0 |
| New cases opened this quarter and in progress | | 5 | | | 0 |
| Cases closed this quarter | | 6 | 2 | 2 | 0 |

Notes: Capability – as managers may start this process independently HR may not have every case recorded, unless there are complexities/sensitivities.

16. Access to Information

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

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| |
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| Appendix 1 - Update on Attendance |
|--|

1. The average number of days lost per employee in Cheshire East Council was 11.97 as at the end of March 2015, which is a slightly higher level than in the previous year.

Table 1

| | 2011/12 | 2012/13 | 2013/2014 | 2014/15 |
|---|---------|---------|-----------|---------|
| Days absence per employee (excluding schools) | 11.67 | 12.03 | 11.33 | 11.97 |

2. Line managers continue to lead on managing attendance and in order to support them HR prepared an action plan (Appendix 3) for 2014/2015. Although some of the planned action will be carried forward to 15/16 much has been delivered, in particular an increased number of training sessions in 2014/2015. Twelve training sessions were run and supervisors and managers in Adults and Childrens were offered specific sessions.
3. It was striking last year that stress was the most commonly recorded reason for absence. In the light of this a Stress and Resilience Task Force was set up, chaired by Brenda Smith, Director of Adult Social Care and Independent Living. The group consists of a range of staff from a number of different services and UNISON. Its terms of reference were to;
 - Review and promote the approach of CEC to being a healthy work-place.
 - Review the approach of CEC to developing resilience in the organisation
 - Review the approach and resources available to managers and staff to identify and manage stress
 - Make recommendations on actions to supplement the action plan approved by Informal Cabinet
 - Make any further recommendations for this and future years.

Outcomes sought were that;

- Staff feel supported to feel healthy and well.
 - The levels of absence attributed to stress will reduce.
 - The Council will save money as a result of the above.
 - A set of recommendations form a programme for a healthy work-place.
4. So far the Task Group has;
 - Prepared a set of guidance documents on managing stress. These are written in an informal style to complement the Council's formal strategy and to signpost managers and staff to a wide variety of materials which they may find helpful;

- Supported the development of a Calendar of Wellbeing Activities for the 2015/2016 year, as shown below.
 - Ensured that Team Talk has promoted wellbeing e.g. Mike Suarez's Top Tips on stress
 - Commissioned North West Employers to run a workshop in May 2015. If successful this will be followed by further workshops. The facilitator is Rene Barrett who has run similar events for other Local Authorities and for Cheshire East Headteachers. The feedback on these has been positive and the Task Group has held discussions with her to inform their approach.
5. The Workforce Development team is represented on the Group and in addition to full day courses on managing stress, has run a number of Breakfast seminars on business topics, including the topic of resilience.
6. The Task Group is taking the approach that developing resilience is a critical business issue which needs to be addressed from the three angles of the organisation, managers and individual staff. Pressures will always exist at work and in personal lives, and employers can help to create a work environment where pressure is managed appropriately and there is less likelihood of staff going off sick. The pace of change is likely to continue in the Council, as in the rest of the public sector and it is vital to support staff during such change. Managers will be helped to encourage a strong culture of team-work, with a clear focus on the right priorities, and well designed job-roles. Individuals will be offered support to help build their approach to managing strain. Enabling everyone to work well and productively is good for the residents of Cheshire East as the Council continues on its journey of doing more with less and finding creative new approaches to the delivery of effective services.
7. The programme of wellbeing activities (shown below) will be promoted throughout the 2015/2016 year. This forms the basis of an early intervention approach to attendance. Many long term absences cannot be prevented as they are due to illnesses such as cancer or stroke, or involve lengthy testing before diagnosis and treatment. However if the Council emphasises wellbeing, promotes a climate of resilience, and continues making counselling available swiftly through the Employee Assistance Programme, it is possible that shorter-term absence and stress-related absence will fall. It is intended the focus on wellbeing is strengthened throughout 2015/2016.

Wellbeing and Resilience Programme 15/16

| <u>Month</u> | <u>National event and date</u> | <u>Workplace event</u> | <u>Comments</u> |
|--------------|---|--|---|
| April | 6.4.15 World Health Day | Eight places reserved for CEC staff at a workshop on Resilience run by East Cheshire NHS Trust | |
| May | National Walking Month | Walking will be promoted in Team Talk Pilot Resilience Workshop will be run by Rene Barrett | If workshop is well received further four planned |
| | Mental Health Awareness Week 11-17 th May | Three lunchtime sessions on Resilience to be run by The Hope Street Centre 5-18 May | An event in each of Sandbach, Crewe and Macclesfield. Plus three staff to be trained as Resilience Champions. |
| June | Male Cancer Awareness Month | Adult Learners Week with focus on developing resilience, including places for staff in Health and Social care at Manchester conference | Stress and Resilience Group to report on their work to CLB in May or June. Publish the Guidance written by the group. |
| July | 24.7.15 Samaritans Awareness Day | Workplace wellbeing sessions | |
| August | | | |
| September | 10.9.15 World Suicide Prevention Day | Workplace wellbeing sessions Top tips on resilience from a CLB member? | |
| October | 10.10.15 World Mental Health Day Breast Cancer Awareness Month | Workplace wellbeing sessions | |
| November | 4.11.15 National Stress Awareness Day | Workplace wellbeing session | |
| December | Drink awareness | | |
| January 2016 | Dry January | Top tips on beating the January blues by Mike Suarez? | |
| February | Heart Month | | |
| March | No Smoking Day | | |

Appendix 2. Action Plan to Reduce Sickness Absence - 2014/2015

| 1 | Proposal | Lead Responsibility | Interdependencies | Timeline for completion | Progress to date |
|----|---|--|--------------------------|-------------------------|---|
| 2 | Provide detailed sickness data to Senior managers for further discussion in SMTs | HRB Ps DR and KB | | 31-Jul-14 | Reports provided to SMTs. |
| 3 | Increase use of case conferences between managers, HR & OHU to review serious and/or complex individual cases | Managers with HR Delivery Team support | OHU | Mar-15 | Turn-over of OHU staff led to longer waiting times early in-year. Now improved. The Manager is actively driving improvement including case conferences. |
| 4 | Update the Attendance management toolkit on Centranet and promote it to managers through training and SMTs | HR Policy and Delivery LR | | End May 2014 | Completed 21 May 2014. |
| 5 | Management of sickness absence will be a standing item in one-to-one meetings for discussion with any direct reports who line manage other employees | Managers | HR Delivery Team support | | Ongoing and will continue |
| 6 | Update and Promote the training, guidance and advice available for managers and staff in developing resilience/managing stress in the workplace | HR Delivery Team and Workforce Team | | By end October 14 | Yes - sessions in Adults and on corp programme. |
| 7 | HR Delivery Team to provide one to one coaching and training to managers on managing absence, as required | HR Delivery | | By end October 14 | Ongoing. |
| 8 | Improve waiting times and cover in OHU through procuring a partner supplier. | OHU EB | | By end October 14 | Joint review undertaken with CWAC. Performance has improved. |
| 9 | A Communication Plan to be developed, using a wide variety of media to promote health and the importance of good attendance at work, and specific health initiatives e.g. Team Talk, posters, cascade via line managers and Centranet. | HR Delivery Dr/KB | Comms and Public Health | Mar-15 | Deferred to 2015. |
| 10 | Monitor the Employee Assistance Programme to check if reduces absence attributed to stress in 2014/15 | HR Policy and Delivery CW | | Apr-15 | EAP was implemented in April 14. Feedback good esp availability. |
| 11 | Target areas with particularly high levels of absence to identify and address contributory factors, to ensure focus is given to the type of illness that is most prevalent e.g. whether long term or short term; specific types of illness etc. | Heads of Service | HR Delivery | | Ongoing. |
| 12 | Provide regular reports on absence levels to Directorates, CLB and Informal Cabinet. | HR BPs DR and KB | | | Reports are provided annually and managers run own Dashboard reports. HR follow up complex or long term cases. |
| 13 | Identify from the Staff Survey whether there are stressors which could be tackled in specific services | HR BPs with Heads of Service | | By end August 14 | Services have considered. Will tie in with Rene Barrett's work in 2015. |
| 14 | Promote wellbeing through promotion of healthy lifestyles | Workforce Public Health Manager | | By end March 15 | Programme promoted. Now further developed for 15/16. |
| 15 | CLB to set up working group to review corporate approach to stress management and resilience development | BS | | By end March 15 | Group has made progress but output will be in Q1 of 15/16. |
| 16 | Review Mindspace materials and report to the CLB working group on elements which could be adopted in CEC | DR | | By end December 14 | Not yet achieved. |

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CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 28 April 2015
Report of: Chief Executive
Subject/Title: Director of Children's Services

1.0 Report Summary

1.1 Purpose

To advise the Committee on the Interim arrangements to cover the statutory responsibilities of the Director of Children's Services.

Background

Members will be aware that Tony Crane, Director of Children's Services leaves the Council on the 1st May 2015. Arrangements are in place through this Committee to appoint a permanent replacement.

In practice there will be a gap between Tony's departure, and the commencement of a replacement. As a consequence it has been necessary for me, as Head of Paid Service, to consider an interim arrangement.

Following a consultation with the Portfolio Holder for Safeguarding Children and Adults I discussed the opportunity with the relevant Senior Managers within Children's Services before making a final determination.

I have offered the role to Nigel Moorhouse, Head of Early Intervention and Prevention, on an acting basis from 1st May 2015 until the commencement of a permanent replacement.

Nigel's appointment secures leadership continuity in respect of safeguarding children and young people within the borough, and ensures a focus is retained on the improvement agenda across the department.

2.0 Recommendation

2.1 That this report be noted by the Committee.

3.0 Reasons for Recommendations

3.1 To ensure continuity in the statutory accountability for Children's Services.

4.0 Wards Affected

4.1 No specific ward affected

5.0 Local Ward Members

5.1 Not applicable

6.0 Policy Implications

6.1 No direct implications arising from this report.

7.0 Financial Implications

7.1 No direct implications arising from this report.

8.0 Legal Implications

8.1 This report enables cover to be established for the statutory officer role.

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.

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