

Staffing Committee

Agenda

Date: Thursday 27th October 2016
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 body in question.

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 Meetings** (Pages 3 - 10)

To approve the minutes of the meetings held on 5 July 2016, 25 July 2016 and 16 August 2016

5. **People Plan 2016-2017 - Update Report** (Pages 11 - 42)

To receive a report on the progress with the Council's People Plan 2016/17

6. **Staffing Committee Working Groups**

a) **Absence/Attendance Management Working Group**

To receive a verbal update

b) **Reassurance Working Group**

To receive a verbal update

c) **Pension Discretions and Exit Payments Working Group**

To receive a verbal update

7. **Director of Public Health Recruitment**

To receive a verbal update

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Tuesday, 5th July, 2016 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)
Councillor G Barton (Vice-Chairman)

Councillors M Parsons and P Findlow (Sub for Cllr R Bailey)

Councillor in Attendance

Councillor D Mahon

Officers

Sara Barker, Head of Strategic HR
Rosie Ottewill, Organisational Development Manager
Karen Begley, HR Business Partner
Sally Gold, Legal Services
Rachel Graves, Democratic Services

6 APOLOGIES FOR ABSENCE

Apologies were received from Councillors R Bailey, D Brown, J Jackson,
D Marren, D Newton and D Flude.

7 DECLARATIONS OF INTEREST

No declarations were made.

8 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public were present.

9 MINUTES OF PREVIOUS MEETINGS**RESOLVED:**

That the minutes of the meetings held on 21 April 2016 and 26 May 2016
be confirmed as a correct record.

10 HEALTH AND SAFETY, HR AND ORGANISATIONAL DEVELOPMENT

The Committee considered a report on Health and Safety matters.

The report provided details of the number of health and safety courses undertaken, the inspections carried out and the accident and incident figures report on PRIME for April and May 2016.

It was noted that the tendering process had been completed for the supplier of an Occupational Health Service to Cheshire East Council and Cheshire West and Chester Council. The new contact would commence in September 2016.

The Committee considered a report on Human Resource and Organisational Development matters.

The report provided details on progress with the Council's Workforce Strategy, Organisational Design, Leadership and Management training, the Corporate Training programme, staff recruitment and retention, reward and recognition, the Council's sickness absence rate, and provision of Education HR Consultancy.

Work was in progress to finalise the Council's People Plan 2016/17. The Plan supported the delivery of key organisational strategic priorities and set out a detailed programme of work to enable HR to support the key priority areas within the Council. Following approval of the Plan, the Staffing Committee would receive updates on the Plan and the objectives. It was agreed that a draft of the Plan with details of the underpinning objectives and lead HR staff would be shared with Staffing Committee members.

The Council had realigned service function into three new directorates: People, Places and Corporate Services. Details of the key changes following the realignment of functions were reported to the Committee.

The HR Policy work programme was underway and covered three main areas of work – Legislative Change, Strategic Review and Policy Review. Any amendments to HR policy as a result of the work would be brought to the Committee.

The Staffing Committee had set up a number of Working Group and it was agreed that an update on their work would be brought to the next Staffing Committee meeting.

RESOLVED: That

- 1 the report be noted;
- 2 the draft People Plan 2016/17 be circulated to Staffing Committee members for comment.

11 HR POLICY AND PROCEDURES

(a) Pension Discretions Policy

The Committee considered a report on proposed changes to the current Pension Discretion Policy.

The Local Government Pensions Regulations 2012 required the Council to formulate, publish and keep under review a policy statement regarding the exercise of discretions under the Local Government Pension Scheme in respect of five key discretions.

A Member and Officer Working Group had been established with the purpose of working collectively through the options and issues around the pensions discretions and had put forward proposed changes. Appendix 1 to the report provided a summary of these changes.

The Trade Unions had been fully consulted on the proposed changes and had provided constructive feedback. The Trade Unions had expressed some disappointment on the proposal not to contribute to the APC scheme under the APCs arrangement, and not to waive some or all of the actuarial reduction relating to flexible retirement.

The revised Pension Discretion Policy had to be published for employee access and the revisions to the Scheme sent to the Pension Fund administrators within one month of its adoption. The Policy had to be published for 30 days before being actioned.

RESOLVED:

That the revised Pension Discretions Policy, as set out in Appendix 2 to the Report, be approved.

12 HR POLICY AND PROCEDURE REVIEW

The Chairman led a discussion on the review of HR policies and procedures that were in the pipeline.

Staffing Committee was responsible for approving all human resources policies. A programme for the review of HR policies, procedure and supporting documents had been drawn up. The review would ensure that all policies were presented in a common format and were up to date and accurate.

To enable the Committee to have an early involvement in this process, it was proposed that a series of informal private meetings would be set up to allow for discussion on proposed changes to the policies and procedures to take place before they were brought to the Committee for approval.

RESOLVED:

That series of informal meetings be set up to engage, consult and take feedback from Staffing Committee members on changes to HR policies and procedures.

The meeting commenced at 2.00 pm and concluded at 3.00 pm

Councillor B Moran (Chairman)

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Monday, 25th July, 2016 at The Kim Ryley Room - Westfields,
Middlewich Road Sandbach

PRESENT

Councillor B Moran (Chairman)
Councillor G Barton (Vice-Chairman)

Councillors P Bates (sub for Cllr D Brown) , J Jackson, M Parsons, JP Findlow
(sub for Cllr R Bailey) and D Flude (sub for Cllr D Newton)

13 APOLOGIES FOR ABSENCE

Apologies were received from Councillors R Bailey, D Brown, D Marren
and D Newton.

14 DECLARATIONS OF INTEREST

No declarations of interest were made.

15 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public were present.

16 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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

17 APPOINTMENT OF DIRECTOR OF ADULT SOCIAL CARE AND HEALTH

The Committee interviewed the candidates for the position of Director of
Adult Social Care and Health.

RESOLVED:

That the position of Director of Adult Social Care and Health be offered to
Mark Palethorpe, at an appropriate salary, subject to satisfactory
references and also that there are no objections by Cabinet Members to
making this offer.

The meeting commenced at 10.30 am and concluded at 3.20 pm

Councillor B Moran (Chairman)

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Tuesday, 16th August, 2016 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)
Councillor G Barton (Vice-Chairman)

Councillors P Bates (substitute for Cllr R Bailey), D Brown, D Flude (substitute for Cllr D Newton), J Jackson, D Marren and M Parsons

Officers

Kath O'Dwyer, Executive Director People and Deputy Chief Executive
Bill Norman, Director of Legal Services
Sara Barker, Head of Strategic HR
Rachel Graves, Democratic Services Officer

18 APOLOGIES FOR ABSENCE

Apologies were received from Councillor R Bailey and D Newton.

19 DECLARATIONS OF INTEREST

In the interest of openness Councillor P Bates declared that he was the Portfolio Holder for Communities and Health.

20 PUBLIC SPEAKING TIME/OPEN SESSION

Councillor S Corcoran commented that it was costly to keep reviewing and changing the management structure. In response, it was stated that this change had come about following the creation of the People, Place and Corporate structure and the streamlining of management in these areas.

21 DIRECTOR OF PUBLIC HEALTH ROLE

The Committee considered a report on the restructure of the line management arrangements for the Director of Public Health, the implications for the current post holder and the proposals of how new arrangements are to be recruited to.

It was reported since the report was published the Council had been notified of a 1% pay award for staff covered by National Medical and Dental Terms and Conditions. The award applied from 1 April 2016 and 31 March 2017 respectively. The pay award had changed the redundancy figures set out in paragraph 5.1 of the report. The amended figures were: Actual Salary - £148,369, and Max redundancy costs (including pension costs) - £296,738.

RESOLVED: That Staffing Committee

- 1 note the rationale for deletion of the current post of Director of Public Health, which reports to the Chief Executive, and its replacement of a Director of Public Health which reports to the Director of Adult Social Care and Health, within the People Directorate.
- 2 approve the termination of the contract of employment of the current Director of Public Health and for this to be at a date to be agreed.
- 3 approve the costs of a severance package for the current Director of Public Health, up to the maximum level as set out in paragraph 5.1 in the report, provided that the terms shall comply with any regulations in relation to public sector severance that apply to the post holder and are in force at the date of termination, up to a maximum of £296,738.
- 4 approve the job description and person specification for the new Director of Public Health and delegate negotiation to the Executive Director of People and Deputy Chief Executive, in consultation with the Chair of Staffing Committee, with the Faculty of Public Health regarding the final versions.
- 5 delegate authority to the Executive Director of People and Deputy Chief Executive, in consultation with the Chair of Staffing Committee, to agree to the commencement of an appropriately timed recruitment process to the revised role of Director of Public Health which gives greater clarity to the role and reporting lines within the Council.

The meeting commenced at 11.00 am and concluded at 11.45 am

Councillor B Moran (Chairman)

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 27 October 2016
Report of: Head of Strategic HR
Subject/Title: People Plan 2016/2017 - Update Report

1.0 Report Summary

- 1.1 To update the Committee on progress with the Council's People Plan 2016/17, to include Health and Safety, Human Resource (HR) and Organisational Development (OD) items.

2.0 Recommendation

- 2.1 To note the report and receive feedback.

3.0 Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with HR and OD developments and that the Committee's Terms of Reference are followed.

4.0 Wards Affected

- 4.1 No specific wards affected.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

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

7.0 Financial Implications

- 7.1 No direct financial implications arising from this report.

8.0 Legal Implications

- 8.1 No direct legal implications arising from this report.

9.0 Risk Management

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

10.0 WORKFORCE PRIORITIES

10.1 Placing the right people in the right places at the right times, is at the heart of the Council's success. To support and enable the delivery of the Council's ambitious plans, eight strategic workforce priorities come together to form the Council's People Plan 2016/17, which are summarised below:

1. **HR Business Development** – to ensure the Council's HR service is in the best position to fully support the delivery of business priorities and exploit further business opportunities.
2. **Organisation Design** – to provide change management support to services, enabling our workforce to be flexible and adaptable in a rapidly changing local, regional and national environment.
3. **Recruitment, Resourcing and Retention** – to deliver a strategic workforce assessment and plan that ensures the Council has the right people with the right capabilities, skills and attitudes in the right places at the right time to deliver organisational objectives.
4. **Leadership** – to develop and implement a leadership and management model and strategy which increases leadership presence, governance and accountability.
5. **Employee Development** – to continue to develop highly skilled and competent professionals who operate safe practice and risk awareness, and can work effectively across internal and external boundaries as the structure and form of public service changes.
6. **Engagement and Wellbeing** – to build from the findings of the Staff Survey 2016, with particular focus on improving staff wellbeing, resilience and attendance management, to ensure our workforce are engaged and performing at the highest level.
7. **Employee Rewards** – to review and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
8. **Service Delivery** – to enable staff to work in a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential and put residents first.

10.2 A copy of the People Plan is attached at Appendix 1 to this report. It outlines the main priorities for each HR service area and provides updates on progress. The plan has also been assessed for progress in each development area has been RAG rated (red, amber, green (see definition below)) in the first column of the report to illustrate status.

Red = not started

Amber = in progress

Green = completed

- 10.3 Appendix 2 shows the outline HR Policy Work Programme for 2016/2017; this comprises of three main elements – 1. Legislative Change, 2.Strategic Review, 3. Policy Review.

11.0 STAFFING COMMITTEE WORKING GROUPS

11.1 Absence/Attendance Management Working Group

- 11.1.1 The Group continues to focus on programmes of agreed work. An Audit of the Attendance Management Procedure is almost complete.

11.2 Re-assurance Working Group

- 11.2.1 Staff survey results have been fed into the review and used to inform key next steps for the Group.

11.3 Pension Discretions and Exit Payments Review Working Group

- 11.3.1 The Group continues to explore the options and considerations in terms of the Council's Voluntary Redundancy terms and use of Settlement Agreements in the light of the recent outcome of the Government consultation on Exit Payments.

12.0 HR PERFORMANCE DATA (Q2) 01.06.2016 – 30.09.2016**Health and Safety****12.1 ACCIDENT & INCIDENT QUARTER 1 SUMMARY 01.04.16 – 30.06.16**

		Corporate Core	Schools
Accidents	Employees	60	54
Accident Rate Factor (Employees)		AVERAGE 5.3%	AVERAGE 4.5%
	MOTP	201	396
Incidents	Employees	42	6
	MOTP	108	24
A&I Total		418	480

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

Corporate Core RIDDOR Report

1. One RIDDOR accident involved a member of the public (a young person) engaging in horseplay on a bridge in Queens Park, Crewe - who fell, sustained head injuries and was airlifted to hospital. The person has made a full recovery and was not badly injured.

Schools' RIDDOR Reports

1. One RIDDOR reportable accident occurring in schools involved a member of catering staff who sustained a lifting/handling injury and fractured a wrist whilst moving tables.
2. One RIDDOR reportable accident occurring schools involved a teaching assistant who slipped on water in a corridor sustaining a knee injury, incapacitating her for more than 7 days.
3. One RIDDOR reportable accident occurring in schools involved a pupil sustaining a minor injury to an arm whilst involved in PE activities.

ACCIDENT & INCIDENT QUARTER 2 SUMMARY 01.07.2016 - 30.09.2016

		Corporate Core	Schools
Accidents	Employees	123	28
Accident Rate Factor (Employees)		AVERAGE 11%	AVERAGE 2.4%
	MOTP	79	8
Incidents	Employees	51	11
	MOTP	94	22
A&I Total		567	247

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

Corporate Core RIDDOR Reports

1. The only RIDDOR reportable accident in the corporate core involved a child who sustained a head injury whilst playing in a Cheshire East run playground, tripping over some safety mats that had been vandalised. The injuries required hospital treatment, but the child was not detained. The damaged areas were repaired the same day.

No Health and Safety Executive (HSE) investigations involving the Authority were carried out during Quarter 2.

13.0 HR PERFORMANCE DATA (Q2) 01.06.2016 – 30.09.2016

13.1 Headcount/FTE trend (excluding schools and casuals)

Date	Headcount	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC	FTE	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC
30 Apr 2009	6,522	n/a	n/a	4891.5	n/a	n/a
30 Apr 2010	6,155	-5.63	n/a	4582.8	-6.31	n/a
30 Apr 2011	5,860	-4.79	n/a	4385.4	-4.31	n/a
30 Apr 2012	5,449	-7.01	n/a	4080.2	-6.96	n/a
30 Apr 2013	5,103	-6.35	n/a	3880.7	-4.89	n/a
30 Apr 2014	4,403	-13.72	-6.87	3232.7	-16.70	-8.24
30 Apr 2015	3,812	-13.42	-0.88	2883.5	-10.80	0.45
30 Apr 2016	3,763	-1.29	-0.76	2891.7	0.28	0.98
30 Sep 2016	3,721	n/a	n/a	2876.9	n/a	n/a

Between April 2009 and September 2016, the overall Cheshire East Council employee headcount has reduced by 42.95%, and the overall number of FTE Cheshire East Council employees has decreased by 41.19%. Between April 2014 and September 2016, the overall Cheshire East Council employee headcount reduced by 15.49%, and the overall number of FTE Cheshire East Council employees decreased by 11.01% over the same period; however, as described previously, the larger (>10%) reductions in staffing between 2013 and 2014, and 2014 and 2015 includes staff TUPE transferring to ASDVs. Within the current financial year, between April and September 2016, the overall Cheshire East Council employee headcount has reduced by 1.12%, with the number of FTE Cheshire East Council employees reducing by 0.51% over the same period.

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

Financial Year	Employee Turnover (all leavers, inc. TUPE transfers, as % of all employees)	% of all leavers in period resulting from resignations
2009-10	13.2%	46.5%
2010-11	15.5%	38.9%
2011-12	14.7%	37.0%
2012-13	12.5%	49.3%
2013-14	21.4%	34.7%
2014-15	25.1%	29.2%
2015-16	14.9%	53.9%
2016-17 (<i>up to end Q2</i>)	6.2%	66.7%

Note: the figures presented in the above table have been calculated by comparing the headcounts from the table in section 11.2 with new leavers reports taken from the Oracle database – due to backdated changes in Oracle the figure presented above may, therefore, vary from those previously reported.

The Cheshire East employee (*excluding schools, casuals, agency workers and interims*) turnover between April and September 2016 was 6.2%; 66.7% of all leavers (headcount) so far during 2016-17 have resulted from resignations, 10.8% following retirements and 9.52% following Voluntary Redundancies (based upon the “leaving reasons” specified within Oracle).

13.3 Voluntary Redundancy

Four people have left the Council under voluntary redundancy terms in quarter 2, two of whom held posts within the management grades (Grade 10 or above). The total severance cost for all four employees was £344,280 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £1,195,947 (which is the combined accumulated costs of the deleted posts).

Year	Number of voluntary redundancies
2009 - 2010	280
2010 - 2011	399
2011 - 2012	264
2012 - 2013	94
2013 - 2014	124
2014 - 2015	30
2015 - 2016	98
Apr - Sept 2016	15

13.4 Working days lost due to sickness absence:

Financial Year	Calculated days lost to sickness absence per FTE employee – full financial year	Calculated days lost to sickness absence per FTE employee – cumulative in year absence at end of quarter 2
2011-12	11.67	5.32
2012-13	12.03	5.78
2013-14	11.33	5.26
2014-15	11.97	5.58
2015-16	11.14	5.19
2016-17	n/a	5.31

At the end of September 2016, over the first 6 months of 2016-17, the cumulative average days lost to sickness, per FTE employee, was 0.12 days higher than the same point in 2015/16, but 0.27 days lower than the same period in 2014/15.

13.5 HR Casework

The HR Team continues to work with management to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes for the concerns raised. The table below sets out those cases that were considered using formal procedures. There have been no member appeals during the Q2 of 2016/17.

Summary of current formal case work:

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

Summary of closed formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Jun - Sep 2016	1	2	5	0	0

Summary of new formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Jun – Sep 2016	1	0	2	0	0

14.0 **Access to Information**

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

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HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To ensure that CEC and Education HR & H&S service delivery is fit for purpose supporting customer requirements through the development of People Plan, review of HR structure, to support business priorities.	Head of Strategic HR	April – Oct 2016	- Development of People Plan and suite of KPIs.	The People Plan 2016/17 has been agreed and work to deliver this plan is underway.
			Jan 2017	- Review and implementation of revised HR Structure.	Initial work has commenced on reviewing the HR structure with implementation planned in the New Year following consultation with staff and trade unions.
		HRMT	Jan 2017	- Policy, Procedures and processes are reviewed to meet customer need and legislation and streamlined as appropriate.	Work progresses on reviewing HR policies and procedures with a high level work plan contained in Appendix 2.
	To create and deliver HR Team Development Plan.	HRMT	Ongoing	- Positive Employee Relations and effective consultation.	In November HR will meet with the regional convenors of UNITE, UNISON and GMB to review the recognition and facilities agreement.
	To achieve external accreditation of HR/H&S services and work towards external awards.	HRMT	Ongoing	- Development and implementation of HRTD Plan.	
				- Receive external accreditation and awards.	Assessment against the Workplace Wellbeing Charter is underway.

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
B	To continue to develop partnership and joint working arrangements that improve service delivery and realise financial savings.	HRMT	Ongoing	<ul style="list-style-type: none"> - Further partnership and joint working arrangements identified. - Conduct baseline assessment and audit of all current arrangements. - Determine measure to increase service delivery. - Identified and realised savings. 	<p>Collaborative working with CCG and Health partners took place on the 28th September to explore opportunities for joint working.</p> <p>Base line assessment of current service specification for Transactional Services complete.</p> <p>Potential saving through the introduction of Epay slips will lead to a print saving of £19k per annum. Income generation relating to placing adverts for external partners and non CEC schools being expanded.</p>
C	To work closely with CWAC to identify an outsource provider for OHU services.	Corporate H&S Manager	April – Jun 2016	<ul style="list-style-type: none"> - Development of Service Specification. - Completion of tender process to identify new service provider. 	The tendering process has been successfully completed with the contract being issued to People Asset Management Ltd (PAM). Close working with PAM through the implementation plan has resulted in managers now being able to access the new referral system (on-line and via phone).

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To work closely with CWAC to develop specification and tender for Enterprise Resource Plan (ERP)	Head of Strategic HR/ HR Delivery Manager	April 2016 – March 2017	In accordance with ERP Terms of Reference and agreed timescales.	The ERP programme will invite tenders during Oct/Nov with final procurement decision in February 2017.
E	To continue to work with Employee Service Centre (ESC) to develop service provision to meet CEC requirements in terms of cost, timeliness and quality service provision.	HR Delivery Manager/HR Education Manager	Ongoing	<ul style="list-style-type: none"> - Identify KPIs to measure service improvement. - Specific identified changes to improve service delivery and realise savings. 	<p>A set of KPIs and MI is reported monthly.</p> <p>Monthly meeting in place to look at service improvement. Currently working with Employee Service Centre to realise benefits of Taleo the Council's recruitment system and People Asset Management (PAM).</p>

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
F	To develop a commissioning model for workforce development.	Workforce Development Manager	April - July 2016	<ul style="list-style-type: none"> - Implementation of recommendations of Workforce Development review. - Commissioned training meets identified service needs re professional, regulatory and legislative requirements outlined in Service training plans. - Within budget. - Take up of places > 80%. - Impact assessment shows positive contribution to service through (for example) efficiency of practice, customer satisfaction, meeting professional standards. >80% positive impact. - Income generated meets target. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. 	<p>All recommendations implemented as of 1st April, with new commissioning only structure in place for delivery.</p> <p>Agreed training plans in place across key areas of People and Corporate. 2,707 bookings have been made from 1st April 2016, over 63 different courses and 134 sessions.</p> <p>Spend currently within budget.</p> <p>Take up of places is 83%.</p> <p>100% rate for improved learning into practice across all sessions.</p> <ul style="list-style-type: none"> - Income from ASYE (Assessed and Supported Year in Employment) students on track. - Feedback on service since April stands at 91%.

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
G	To develop a clear and structured Commissioning and Income Generation Plan which ensures resources are maximised and savings are realised.	HRMT	Aug - Mar 2017	- Development of commissioning and Income Generation Plan.	Buy back of Health and Safety and Education HR Consultancy Services remains strong for this academic year. Of 155 schools and academies, 83% or 128 schools and academies have bought back HR Consultancy Services and 86% or 134 schools and academies have bought back Health and Safety services.
			Ongoing	- Increased income generation exceeding targets set.	
	To meet and exceed external income generation targets for HR Education and H&S and develop new income streams across HR and OD.		Ongoing	- Savings realised through commissioning.	
					Additional paid for services available to ASDVs include: <ul style="list-style-type: none"> - Employment investigations - Mediation - Coaching - HR Workshops - Health and Safety

Organisational Design – Change Management and Change Framework					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress update
A	To introduce governance arrangements and further develop change management for Executive Directors. To ensure that HR supports CEC in delivering its short and long term financial strategy.	Head of Strategic HR	Oct 2016	- Introduction of governance arrangements to maximise change management opportunities.	Head of Strategic HR has been working closely with the Executive Directors to provide challenge and support.
		HRMT	Ongoing	- Financial savings identified and realised.	Business Challenge sessions attended by HR Delivery to give HR advice, guidance, and challenge to proposals.
B	Provision of a comprehensive Change Management Framework and Toolkit to support change implementation for managers through all aspects of restructuring.	HR Delivery Manager/HR Education Manager	Oct 2016	- Development of Change Management framework and Toolkit.	Toolkit launched March 2016 MGB have committed to Engagement with the TUs early consultation around change programmes.
	Further develop change management support for managers.	HR Delivery Manager/HR Education Manager	Ongoing	- Improved customer satisfaction and positive feedback from Managers. - Limited or no Grievances/Disputes - Delivery of change programmes to agreed timescales.	Local Delivery Plans are being developed jointly with Directorates and Service Management Teams.

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To work closely with Finance to develop a budgeted establishment to inform future workforce planning capability.	Head of Strategic HR/HR Delivery Manager/Finance	Dec 2016 Ongoing	<ul style="list-style-type: none"> - Establishment created and maintained for CEC and each ED portfolio. - Regular reporting on establishment. 	People, Place and Corporate realignment to be represented in Oracle to facilitate reporting.
B	To deliver a Workforce Strategic Assessment and Workforce Plan that ensures that CEC has the right people, with the right capabilities, skills and attitudes in the right places, at the right times to deliver organisational objectives.	Head of Strategic HR HR Delivery Manager	March 2017 March 2017	<ul style="list-style-type: none"> - Development of Workforce Strategic Assessment. - Workforce Plan in place of each ED Portfolio. - Reduce reliance and expenditure on agency workers and other non employed workers. 	Key talent pools to be identified and referenced in Local Delivery Plan to enable effective recruitment and resourcing.

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	To identify and address gaps in workforce planning including succession planning, talent management and addressing matters arising from strategic workforce assessment.	HR Delivery Manager/OD Manager	Ongoing	<ul style="list-style-type: none"> - Programme of work to address each key area. - Introduce a mid year “talent review” process to encourage managers and individuals to review performance, aspiration and potential within teams. - PDR quality and compliance rates 	<p>Ongoing. Reports from mid-year development discussions to be fed through to Workforce Development.</p> <p>Careers interviews held for social workers in Children & Families.</p> <p>Guidance has been developed to support a “talent review” conversation to form part of the PDR – mid-year review.</p>
	To identify sources of talent e.g. in-house, ASDVs, universities and other partners re: internships, shadowing & placements.	Workforce Force Development Manager	Ongoing	<ul style="list-style-type: none"> - Outcomes of mid-year discussions inform identification of talent and lead to staff being included in talent routes. 	

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To review and develop current Apprenticeship Scheme taking cognisance of the Apprenticeship Task and Finish Group report.	Workforce Development Manager	March 2017	<ul style="list-style-type: none"> - Implementation of agreed recommendations from Apprenticeship Task and Finish Group report. - Set and achieve targets for apprenticeship recruitment. 	<p>New contract for apprentices in place and work in progress to establish a training provider framework. Apprenticeship levy officer working group established to oversee incoming legislation around apprenticeships.</p> <p>Policy and Procedure for apprenticeship scheme in development.</p> <p>Incoming target to be agreed by December 2016.</p> <p>28 apprentices currently on the Scheme. 14 left since April, with 10 securing permanent employment and 1 temporary employment. Since April, 7 new starters onto the Scheme with a further 5 currently out for advert/selection.</p>

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
E	To develop a high quality recruitment and resourcing service, driven by e-recruitment technology, expert advice and focussed on excellent customer service to meet organisational demand.	Manager HR Delivery/HR Education Manager	Dec 2016	- Establish present position by assessing customer feedback.	Result of new recruit and recruiting manager survey being analysed to inform future recruitment strategy.
			Ongoing	- Increase customer satisfaction.	The microsite continues as the front door for key roles.
			Ongoing	- Improve recruitment timescales.	Reporting from Taleo being developed to look at timeline of recruitment. Recommendations from the Business Improvement Team have been implemented.
F	To maintain a redeployment service which meets the need identified by the change management processes within CEC.	Manager HR Delivery	Ongoing	- Minimise number of redundancies through successful redeployment.	Only three staff currently seeking redeployment.

Leadership - Governance & Accountability and Cultural Change					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop a Leadership and Management model and strategy and a programme of initiatives which increase leadership presence, governance and accountability.	OD Manager	Jun - Nov 2016 Nov 2016 March 2017	<ul style="list-style-type: none"> - Development of Leadership and management model and strategy. - Introduction of programme of Leadership Initiatives. - Number of Leadership initiatives delivered. 	A Connected Leadership model has been drafted and has been shared with the Leader and Chief Executive. Connected Leadership events for top 30 and top 120 managers are in the early stages of planning and development.
B	Await feedback from Staff Survey and findings from the Staffing Committee and feed into Leadership Strategy and Programme of Initiatives.	OD Manager	Sept - Nov 2016	<ul style="list-style-type: none"> - Yet to be determined. 	Results from Staff Survey have been received and key findings currently being analysed.

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop and implement corporate training requirements for 2016/2017.	Workforce Development Manager	April 2016	<ul style="list-style-type: none"> - Agree Corporate Training requirements. - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. - Within budget. - Income generated meets target. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. - Take up of places > 80%. 	<p>Agreed and plan in place for 2016/2017.</p> <p>Corporate Training Programme part commissioned against agreed requirements. 526 delegates across 25 courses and 58 sessions since April 2016.</p> <p>Initial potential income streams identified.</p> <p>At 91%</p> <p>At 83%</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
B	Provision and implementation of delivery plans for all business areas ensuring delivery of all mandatory and agreed training	Workforce Development Manager	April 2016 to March 2017 March 2017	<ul style="list-style-type: none"> - Develop and agree local Training requirements and Plans. - Deliver plans to meet customers needs within budget. 	<p>Agreed training plans in place across key areas of People and Corporate. 2,707 bookings have been made from 1st April 2016, over 63 different courses and 134 sessions.</p> <p>Spend currently within budget. Take up of places is 83%.</p>
C	To ensure individual development, development programmes and career pathways are aligned to customer requirements across each business area.	OD/ Workforce Development Manager	Ongoing March 2017	<ul style="list-style-type: none"> - PDR compliance rates - Career pathways established based on portfolio need and reviewed quarterly. 	<p>Completion rates for PDRs 2015/16 - 67%.</p> <p>Completion rates for PDRs 2016/17 - 61%.</p> <p>Career pathways developed in Social Care, under development in Finance and Corporate Resources in response to customer request.</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To deliver a programme of Leadership masterclasses as continuous professional development for leaders in the organisation.	Workforce Development Manager	March 2017	<ul style="list-style-type: none"> - To conduct a baseline assessment to inform future Leadership programme initiatives. 	Baseline assessment to form initial part of programme, to be developed with selected provider.
			Ongoing	<ul style="list-style-type: none"> - To be further defined and then delivered in accordance with programme of leadership initiatives. - Deliver programme against national standards of leadership & assess outcomes in terms of improvement against baseline for each standard. - Number of Managers attending Leadership Development. - Initial feedback shows high quality service and relevance > 90% 'good/outstanding' ratings. 	<p>Programme against national standards and CE priorities developed and on Chest for quotes. Deadline for quotes: 14th October 2016.</p> <p>Programme with selected provider. To run alongside Senior Manager engagement events</p>

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop, promote and launch the Staff Survey 2016.	OD Manager	June 2016	<ul style="list-style-type: none"> - Launch of Staff Survey. - Response rates. 	The Staff Survey ran successfully for four weeks from 15th June to 13 th July with an overall response rate of 59%.
B	To report on findings of Staff Survey and develop corporate and local delivery plans to address recommendations of Staff Survey.	OD Manager	Sept - Dec 2016	<ul style="list-style-type: none"> - Report findings to key groups. - Develop and support implementation of corporate and local delivery plans. 	A series of communications and presentations are underway. Corporate and local delivery plans are in development and progress/ achievements will be reported back to the Executive Leadership Team (ELT) and Staffing Committee.
C	Ongoing activity to address key developments highlighted by Staff Survey.	OD Manager	Ongoing	<ul style="list-style-type: none"> - Increased staff satisfaction and engagement. 	Currently being determined.

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	Further work to be developed in respect of work-life balance following publication of Staff Survey 2016 results.	OD Manager/HR Delivery Manager	Sept 2016 - March 2017	- To be developed following publication of staff survey findings.	Currently being determined.
E	To implement and monitor contract for outsourced OH services.	H&S Manager	<p>Sep 2016</p> <p>Dec 2016</p> <p>March 2017</p>	<p>- New service implemented to agreed timescales</p> <p>- KPIs defined, agreed and reported.</p> <p>- Service delivered within budget.</p>	<p>New OH service implemented during September (meeting target) and is accessible to managers both on-line and by phone.</p> <p>KPIs have been agreed with the provider. Monitoring meetings (KPIs and budget) will commence in November 2016.</p>

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop proposals for a revised senior manager pay structure. Implement agreed changes.	OD Manager	Oct 2016 - March 2017	<ul style="list-style-type: none"> - Proposals submitted for consideration to Executive Leadership Team and progressed accordingly. - Set up Governance Group involving members to oversee progress. - 	Work plan being developed.
B	To review the Council's redundancy terms in light of national legislation and regional position.	OD Manager	Yet to be determined	<p>Proposals submitted for consideration to Executive Leadership team and progressed accordingly.</p> <p>Use of Settlement Agreements agreed.</p>	<p>The review of the Council's redundancy terms and the associated use of settlement agreements are currently on hold pending for clarity regarding the Government's trilogy of exit payment reforms.</p> <p>Monitoring Government proposals following a further consultation update in October which indicates further legislation to be developed in spring/summer 2017.</p>

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	To conduct a comprehensive pay audit to inform future pay and reward strategy.	OD Manager	March 2017	Pay audit available to inform future pay and reward strategy aligned to new legislative gender pay gap reporting requirements.	Equality Impact Assessment/ Equal Pay Audit proposal being developed. Audit to be completed and published as well as discussed with TUs within deadline. PID in development.
D	To review job evaluation arrangements and procedures.	OD Manager	Dec 2016	Job evaluation arrangements and procedures are clear and consistent to meet organisational requirements.	<u>NJC Scheme</u> Review capacity and processes for NJC job evaluations to meet future needs. <u>HAY Evaluations</u> As part of senior manager pay review consider use of HAY profiles for manager posts.

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
E	To introduce an employee reward platform for all CEC and school/academy employees.	OD Manager/HR Education Manager	July 2016 CEC Sept 2016 Schools/academies	- Successful implementation and communication of employee reward platform.	The Rewards Centre was launched to Council staff on 14 th September 2016 supported by a series of roadshows to increase staff awareness. Early take up has been encouraging, with nearly 1000 staff signing up. A small number of schools (7) have also bought the option to enable their staff to access the Rewards Centre and associated benefits. Numerous events with school and academy personnel have taken place with more planned.
F	To identify and implement further non-financial rewards for employees	OD Manager	March 2017	- Proposals submitted to Executive Leadership Team for consideration.	Report to ELT of areas to be developed further and taken forward as part of the staff survey action plans.
G	To promote all available employee rewards and recognition to existing and future CEC staff.	OD Manager	Dec 2016	- Develop and promote employee rewards catalogue. - Continue to promote and embed the Council's "Making a Difference" Employee Recognition scheme.	The monthly Making a Difference scheme will close at end of Sept in preparation for the end of year 'Making a Difference' recognition event. Making a Difference nominations 2016: 122 Making a Difference winners 2016: 44 (not including September nominations).

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To ensure HR Business Partnering is strategically aligned to the business needs of CEC and Schools/Academies business priorities to enable effective service delivery.	Head of Strategic HR/HR Delivery Manager/HR Education Manager	Dec 2016	<ul style="list-style-type: none"> - Restructuring of HR, aligned to meet business needs. - Implement Strategic HR Business Partnering. - Develop service delivery for Academies. 	<p>HR Delivery team realigned to People, Place and Corporate.</p> <p>Regular attendance at Directorate SMTs with regular Senior Management briefings.</p> <p>Academy specific page on intranet launched along with specific content/policies and procedures</p>
B	To conduct a comprehensive audit of H&S arrangements and practices within CEC to ensure legal compliance, highlighting good practice and areas for improvement.	H&S Manager	Jun - Nov 2016	<ul style="list-style-type: none"> - Develop and conduct audit. - Address AFI in local delivery plans. - Good practice shared across CEC. 	<p>The Corporate Health & Safety Audit will take place in October. The audit programme has been successfully piloted in two high risk service areas (Facilities Management and Countryside Rangers). The corporate wide 'go-live' date is 17.10.16 and results will be prepared during mid December 2016.</p>

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	Working with Executive Directors, Senior Managers and other customers to determine business requirements and develop Local Delivery Plans which ensure HR address specific business issues and address risks future opportunities for service development/rationalisation.	HR Delivery Manager HR Delivery Manager	Jan 2017 Jan 2017	<ul style="list-style-type: none"> - All local delivery plans developed and implemented to address Specific HR, Workforce and H&S matters. - PI indicators agreed and reported to measure success. 	<p>Local Delivery Plans in place for People, Place and Corporate.</p> <p>Local delivery plans performance indicators being developed with Senior Management Teams.</p> <p>HR dashboard is reviewed monthly with Executive Directors and Heads of Service.</p>

Outline HR Policy Work Programme - 2016/2017

This outline work programme provides an overview of key strands of HR Policy work scheduled for 2016/2017. The work programme comprises of three main elements - 1. Legislative Change, 2. Strategic Review, 3. Policy Review. The dates are guides to the likely scheduling of work. Dates may change for a variety of reasons, for example, external delays in the implementation of employment law changes, change in organisational strategic focus, changes in priorities, etc.

	Q3 Oct - Dec	Q4 Jan- Mar	Q1 Apr- Jun	Q2 July-Sept
1. LEGISLATIVE CHANGE				
1.1 Public Sector Exit Payment Recovery				
1.2 Public Sector Exit Cap				
1.3 Wider Reforms to Public Sector Exit Payments				
1.4 Gender pay gap reporting				
1.5 Code of Practice on English language				
1.6 Trade Union Bill Implementation				
2. STRATEGIC REVIEW				
2.1 Strategic Review of Attendance Management				
2.2 Policy Reassurance Group				
2.3 Exit Payments				
2.4 Senior Manager Pay Review				
3. POLICY REVIEW				
3.1 Performance and Conduct				
3.2 Family Friendly				
3.3 Pay/ Reward/ Benefits				
3.4 Health and Wellbeing				
3.5 Attendance/ Time Off				
3.6 Recruitment / Vacancies				
3.7 Leaving the Council				
3.8 Contract / Changing job				

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