

Staffing Committee

Agenda

Date: Thursday 13th July 2017
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.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website.

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 Meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 27 April 2017

5. **Response to Questions raised by Councillor Jeuda at Cabinet on 13th June 2017** (Pages 7 - 10)

To receive a response to questions raised by Councillor Jeuda at Cabinet on 13 June 2017, in relation to the treatment of staff and an alleged bullying culture.

6. **HR and Health and Safety Update Report** (Pages 11 - 32)

To receive a report on the progress with the Council's People Plan 2017/18, including Health and Safety, Human Resource and Organisational Development items

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 27th April, 2017 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)

Councillors D Brown, R Bailey, JP Findlow (substitute for Cllr G Barton),
D Flude, J Jackson and D Marren

Officers

Frank Jordan, Executive Director of Place and Acting Deputy Chief Executive
Sara Barker, Head of Strategic HR
Rosie Ottewill, Organisational Development Manager
Nina Lingard, Solicitor Legal Services
Rachel Graves, Democratic Services Officer

41 APOLOGIES FOR ABSENCE

Apologies were received from Councillors G Barton and M Parsons.

42 DECLARATIONS OF INTEREST

Councillor J Jackson declared she was a member of GMB and Councillor
D Flude declared that she was a retired member of UNISON.

43 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public in attendance wished to speak.

44 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 26 January 2017 be confirmed as
a correct record.

**45 INTERIM APPOINTMENT OF STATUTORY MONITORING OFFICER
AND SECTION 151 OFFICER**

A report was circulated for information at the Chairman's discretion
informing the Committee of a decision taken by the Acting Chief Executive,
in consultation with the Chairman of Staffing Committee, the Group
Leaders and the Mayor, under urgency provisions in relation to the
statutory appointments of an interim Monitoring Officer and S151 Officer.

46 **PEOPLE PLAN 2016/2017 - END OF YEAR UPDATE REPORT**

The Committee considered a report on the progress with the Council's People Plan 2016/17.

The report provided details on the progress with the main priorities for each HR service area in the People Plan, and on HR performance Data for Quarter 4 which included headcount and employee turnover, voluntary redundancy and working days lost to sickness absence.

The report also provided a summary of accidents and incidents in Quarter 4 and details of the RIDDOR reportable accidents.

The Committee noted that there were concerns about the retention of social workers in the children's area. It was reported that the Cheshire East Health and Wellbeing Board was the committee overseeing the continuous improvement of children services and the retention issue was part of its work.

It was suggested that the employee turnover data provided could include benchmarking data to make them more meaningful. The Head of Strategic HR agreed to look into this.

It was asked if the number of teacher redundancies and costs were reported anywhere. The Head of Strategic HR agreed to look in to this.

It was queried if settlement agreements and costs were reported anywhere. The Head of Strategic HR agreed to look in to this.

The Committee requested an update on the position of the review of the Council's redundancy terms and that work should re-commence on reviewing the voluntary redundancy multipliers.

In relation to the Staff Survey, the Committee requested that an update on the actions plan and work of the Corporate Governance Group be brought to the next meeting.

RESOLVED:

- 1 That the report be noted;
- 2 The Head of Strategic HR to look into the reporting to Staffing Committee of teacher redundancies and costs, the reporting of settlement agreements and costs and the inclusion of benchmarking data in the employee turnover data; and
- 3 a report be brought to the next meeting in relation to the review of the Council's redundancy terms, and on the Staff Survey action plans.

47 ATTENDANCE MANAGEMENT PROJECT

The Committee considered a report on the outcomes of the Attendance Management Project.

A cross party Working Group had been established to carry out a review attendance management and identify key issues.

Details of sickness rates, short and long term absence, trends and reasons for absence, current reporting arrangements and Occupational Health support were reported to the Working Group. The Corporate Audit Team had been commissioned to undertake an audit of the reporting, recording and management of sickness across the Council. Benchmarking had been undertaken against other local authorities and ACAS and CIPD good practice.

The Working Group had agreed a suite of sickness absence reports and a HR dashboard had been introduced across the Council to enable monthly scrutiny and review of attendance. The Group had also agreed that a robust sickness absence target should be introduced and reviewed annually by the Chief Executive and be included within the annual performance review objectives.

The Committee agreed that there was an urgency to take forward the actions from the review and asked that an update report be brought to the next meeting detailing progress.

RESOLVED:

That the outcomes of the Attendance Management Project be noted and a report be brought back to the next meeting detailing progress with the work.

The meeting commenced at 2.00 pm and concluded at 3.25 pm

Councillor B Moran (Chairman)

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Staffing Committee Report – Response to Cllr Laura Jeuda**1.0 Report Summary**

- 1.1 Cheshire East Council is committed to promoting staff engagement and wellbeing. Establishing and maintaining an engaged and motivated workforce that is able to meet future challenges and deliver high quality services to our resident's remains at the heart of the Council's Corporate Plan and Objectives.
- 1.2 The purpose of this report is to respond to questions raised by Councillor Jeuda, at Cabinet, on 13th June 2017, in relation to the treatment of staff and an alleged bullying culture.

2.0 Background

- 2.1 The minutes from the Cabinet meeting on 13th June 2017 which this paper seeks to respond to are as follows:

Councillor Jeuda referred to a matter she had raised at the previous meeting regarding the treatment of staff and an alleged culture of bullying and in particular to the response given by the Portfolio Holder for Corporate Policy and Legal Services that a group had been set up under the Chief Operating Officer's chairmanship to ensure that staff were treated properly and fairly. Councillor Jeuda asked what progress had been made by the Group and when it was likely to submit its report on the outcome of its work. She also asked specifically about how many complaints had been received from members of staff over the last year, how many members of staff had been off due to stress, how many were facing disciplinary action and what HR was doing to support staff.

- 2.2 At the meeting, the Leader repeated her comments of the previous meeting that the Council's staff, were highly valued and that the Council was committed to their wellbeing. The matter was properly one for the Staffing Committee and she undertook to ensure that the matter would be considered at the Committee's next meeting.

3.0 Reassurance Working Group Report

- 3.1 The cross party Reassurance Working Group was established in May 2016 to provide assurance that the wellbeing of staff is aligned to best practice and organisational values.
- 3.2 The five stages of the review undertaken by the Reassurance Working Group were as follows:
- A desk based exercise to review the Council's policies and procedures, conducted independently by North West Employers;

- Independent research by North West Employers to ensure best practice was being followed;
 - Working Group consideration of whether staff survey results inform the review;
 - Quick wins identified and implemented; and
 - Interviews and focus group with staff and views sought of Elected Members through the Working Group
- 3.3 The Reassurance Working Group Project outcome report was taken to Cabinet on the 14th March 2017 and work continues through the Staff Survey Governance Group to ensure that ongoing matters raised through the project are addressed.
- 3.4 Furthermore, the Reassurance Working Group recommended that the appropriate HR Policies and Procedures would be updated by March 2017 to reflect agreed policy changes. All policy and procedure revisions have been made, approved and implemented.
- 3.5 Members also recommended that appropriate training and development will be made available for all staff to reinforce fairness and respect to reduce negative behaviours in the workplace. A bespoke e-learning package is being developed for Cheshire East Council as a direct response to the work of the Reassurance Project. This package will be focused on workplace bullying, dignity at work and fairness and respect. It is intended that this will be mandatory training for all staff, with a launch planned for September. This will form part of the wider induction process for new staff to the Council as well as a roll-out to all existing staff. The take-up and completion of this package will be tracked, monitored and reported to Heads of Service.

4.0 Staff Survey Governance Group

- 4.1 The purpose of the Staff Survey Governance Group is to develop and progress the staff survey corporate commitments and track implementation of local service action plans. Progress against delivery of all staff survey action plans is monitored by the Staff Survey Governance Group which is chaired by the Chief Operating Officer. Membership includes Officers, Members and Trade Union representation. The governance group meets every six weeks.
- 4.2 The Staff Survey Governance Group is also promoting the Council's responsibilities to ensure all staff and members are aware of reporting procedures should they wish to raise a matter of concern or a complaint.
- 4.3 Both corporate commitments and local actions plans (for all services) have been agreed and are in the process of being implemented to improve or address findings from the staff survey which ran in June / July 2016. In total 24 service plans have been developed with the following progress rated as 18 green, 75%, 5 amber 21%, 1 red 4%. The reason for the amber and red status on progress has been primarily due to restructuring in the services.

4.4 The three main areas for improvement across the all the action plans has been:

- **Communication** - communication at all levels has been an area of focus including one to ones / supervision, performance development reviews and team meetings. A number of services have developed focus groups to look at specific issues and ensuring that information has been cascaded effectively has been the focus for one service. Increased visibility of positive feedback received from colleagues, the wider council and residents have become a feature of some team meetings.
- **Engagement** - various forms of engagement events have been held across services including workshops with attendees invited from across teams and levels to whole service events. These have all been well received.
- **Visibility of Managers** - much activity has been seen in this area with senior managers visiting teams, conducting back to floor sessions and attending workshops. One service has conducted “stay in touch meet the manager” sessions which have proved equally beneficial for the staff and the manager. Managers are also working from different locations on a regular basis.

4.5 To obtain an insight into progress since the last survey a series of staff survey focus groups are planned during July 2017 to provide a forum for a two-way dialogue to engage staff and seek their views. Five broad themes will be explored during the focus groups - Leadership and Management, Development and Opportunities, Communication and Engagement, Health and Wellbeing, Culture.

4.6 A summary report will be provided to Cabinet and Staffing Committee once the focus groups are concluded.

5.0 Workforce Statistics

5.1 The following information is provided in relation to this report for the period 1st June 2016 to 31st May 2017 (staff headcount on 31st May 2017 was 3,648):

- The number of staff who raised grievances was six.
- The number of staff who reported absence due to stress was 184
- The number of staff subject to disciplinary action was ten
- The number of staff dismissed due to disciplinary action was three.

5.2 The number of staff who reported absence due to stress in this period is not untypical in an organisation of this size and type. The underlying reasons for absence due to stress can be complex and may be due to a number of work or non-work related factors. Staff and managers are actively assisted by HR and Occupational Health Service (delivered through People Asset Management) to prevent where possible stress related absences from occurring, support staff during their recovery and enable a successful return to work.

- 5.3 A range of workforce statistics are provided to Staffing Committee on a quarterly basis. Further workforce information can be found in section 13 of the HR and Health and Safety Update Report.

6.0 Support provided to staff

- 6.1 The Council is highly committed to the wellbeing of its staff and has a duty of care to staff that find themselves subject to, or involved in, grievance or disciplinary matters and ensure that staff are fully supported during these difficult times.
- 6.2 Staff are offered the right to be supported whilst investigations are underway and accompanied / represented at any interviews or meetings by a Trade Union Officer or work colleague.
- 6.3 Staff can also access support from Occupational Health Service (delivered through People Asset Management), and will be signposted to the Employee Assistance Programme (EAP) which provides confidential 24/7 online and telephone support. In addition, the EAP also provides counselling services which are available to all staff.
- 6.4 In addition the Council seeks to reduce stress through a range of mechanisms for example flexible working options, the use of stress risk assessments, training and e-learning in building personal resilience and managing stress.

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 13 July 2017
Report of: Head of Strategic HR
Subject/Title: HR and Health and Safety Update Report

1.0 Report Summary

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

2.0 Recommendation

- 2.1 To note the report and receive feedback.

3.0 Reasons for Recommendations

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

4.0 Wards Affected

- 4.1 No specific wards affected.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

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

7.0 Financial Implications

- 7.1 No direct financial implications arising from this report.

8.0 Legal Implications

- 8.1 No direct legal implications arising from this report.

9.0 Risk Management

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

10.0 WORKFORCE PRIORITIES

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

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

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

10.3 Staffing Committee is asked to note the People Plan for 2017/18 and to provide any feedback. An update on progress against the People Plan will be provided at the next Staffing Committee meeting reflecting the mid year position.

11.0 STAFFING COMMITTEE UPDATES

11.1 Attendance Management Update

Following the report to Staffing Committee in April 2017, the update below outlines progress to date on actions taken and highlighted for further work:

11.1.1 To audit and review all existing HR policies which impact upon attendance to ensure they meet organisational needs.

The Internal Audit completed in October 2016 highlighted a number of recommendations including an in-depth review of the policy and guidance which has been undertaken to streamline procedures and provide clarity to roles and responsibilities (see paragraph 11.1.3 below). Documentation relating to return to work interviews has been streamlined and the associated retention of documents policy has been reviewed. Further streamlining will take place through automation aligned with the new Best4Business IT system.

In addition, the Audit recommended that training be mandatory and included in the manager's induction programme. Mandatory e-learning for line managers is part of the manager induction programme proposal under development as part of the wider Connected Leadership Strategy. Face to face attendance management briefing sessions for line managers are included in the Corporate Training Programme 2017/2018.

11.1.2 To ensure all agreed HR policies are updated in line with legislative changes.

A revised attendance management policy and procedure is being drafted to include changes recommended by the working group for example merging short term and long term absence management procedures, review of sickness absence triggers and staff / line manager responsibilities. Consultation on the changes will commence in the coming weeks with the trade unions.

11.1.3 To promote the Council's responsibilities to ensure all staff and line managers are aware of their responsibilities in respect of attendance management.

The revised attendance management procedure will include clear responsibilities for staff and line managers.

Further work to promote the individual and line manager responsibilities under the attendance management policy procedures will be communicated following policy revision.

11.1.4 To identify best practice from other organisations.

Work has commenced to connect with private sector organisations and understand how they are tackling absence. Meetings will be arranged during the summer period.

11.1.5 To develop future governance and reporting requirements.

The sickness absence target across the Council has been reduced from 11.14 days in 2016/2017 to 10 days in 2017/2018. The Acting Chief Executive has directed that senior managers all have an objective within their PDRs to reduce sickness absence and emphasised the importance of actively managing absence to all managers within the Council.

Sickness absence continues to be a standing agenda item at Directorate meetings and championed at the most senior level by the Executive Leadership Team. Attendance management is an integral element of the HR dashboard which is updated monthly reviewed at all senior management meetings.

Next steps

- Additional attendance management initiatives will be developed and reported through the People Plan 2017/2018.
- Quarterly reports on attendance management will be reported to Staffing Committee.

11.2 Exit Payments

The Council's voluntary redundancy (VR) terms were last formally reviewed in early 2015 when it was agreed that no change would be made at that time, pending clarity regarding the government's wider review of exit payments across the public sector. It was agreed that a further review would take place during 2017/18.

As background a minimum statutory requirement for redundancy terms is set by the government for employees with more than two years service, which is linked to age and length of service, capped at 20 years service and based on a maximum amount of weekly pay (currently £489). In Cheshire East Council, where a redundancy is deemed to be on a voluntary basis, the scheme currently applies the statutory redundancy terms based on actual weekly pay and an extra payment equivalent to x0.8 of the redundancy payment is made up to a maximum of 50 weeks, which equates to a 1.8 multiplier.

Where a redundancy is deemed to be compulsory, as for voluntary redundancy, the scheme applies the statutory terms based on actual weekly pay, but does not apply the x0.8 multiplier. However, pay in lieu of notice is generally paid where a redundancy is compulsory. This current approach encourages acceptance of VR and therefore reduces compulsory redundancies.

There is evidence that Authorities in the North West have reduced the VR multiplier, and the Council is currently one of the more favourable with the 1.8

multiplier. In addition the Government are reviewing exit payments for Public Sector workers to ensure greater consistency across public sector organisations, taking the view that exit arrangements should be considered in the context of the wider economy. The Government proposes that each department responsible for a particular workforce will devise its own scheme within a framework. Therefore, the Council will have some flexibility to review terms within the defined parameters. It is anticipated the changes will be implemented in stages throughout 2017, although this timeline is uncertain.

Work is underway to review the Council's approach to redundancy, the multiplier used, use of settlement agreements in a redundancy context, governance arrangements, and associated HR Policies. This work will be shared and consulted upon with key stakeholders and the trade unions over the coming months.

11.3 Staff Survey update

Following the staff survey run in June / July 2016 a number of action plans were developed by services in the autumn building from the staff survey findings. The three main areas for improvement across all the action plans has been:

- **Communication** - communication at all levels has been an area of focus including one to one's / supervision, PDR's and team meetings. A number of services have developed focus groups to look at specific issues and ensuring that information has been cascaded effectively has been the focus for one service. Increased visibility of positive feedback received from colleagues, the wider council and residents have become a feature of some team meetings.
- **Engagement** - various forms of engagement events have been held across services including workshops with attendees invited from across teams and levels to whole service events. These have all been well received.
- **Visibility of Managers** - much activity has been seen in this area with senior managers visiting teams, conducting back to floor sessions and attending workshops. One service has conducted "stay in touch meet the manager" sessions which have proved equally beneficial for the staff and the manager. Managers are also working from different locations on a regular basis.

A Staff Survey Governance Group is established to monitor progress from the staff survey comprising of a cross-service group of officers, members and the trade unions. To obtain an insight into progress since the last survey a series of staff survey focus groups are planned during July 2017 to provide a forum for a two-way dialogue to engage staff and seek their views.

Five broad themes will be explored during the focus groups - Leadership and Management, Development and Opportunities, Communication and Engagement, Health and Wellbeing, Culture.

Following the focus groups:

- The summary findings from the focus groups will be shared in September
- Action plans will be reviewed to reflect the outcome of the focus groups
- Further focus groups will be undertaken in January 2018
- The next full staff survey is provisionally planned for June 2018.

11.4 Centrally employed teachers pay progression framework

Proposals have been agreed to implement a new pay progression framework for centrally employed teachers from 1st September 2017. The Council currently directly employs around 40 teachers to deliver specialist statutory services. This includes educational provision to pupils who are unable to attend school due to long term, enduring medical conditions and specialist SEN teachers to provide support to pupil, families and schools in the areas of Autism, Visual Impairments and Hearing Impairments.

Centrally Employed Teachers Pay Progression will be based on performance. Teachers will be able to progress through the pay bands if their manager is satisfied that there is sufficient evidence that they have met the career stage expectations of a teacher within their pay band and evidence that they have met their appraisal objectives.

The framework has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions document and has been consulted on with staff and the recognised trade unions.

12.0 HR PERFORMANCE DATA (Q1) 01.04.2017 – 31.05.2017 - INTERIM

Health and Safety**Quarter 1 INTERIM ACCIDENT & INCIDENT OVERVIEW DETAILS****01.04.2017 – 31.05.2017**

	INTERIM	Average Corporate Core employees (Head Count): 3648	Average Schools Employees (Head Count): 3523
Accidents	Employees	30	8
Average Accident Rate Factor (Employees)		0.82%	0.22%
	MOTP ¹	61	22
Incidents	Employees	12	3
	MOTP	65	112
A&I Total		168	145

		Corporate Core	Schools
RIDDOR²	Employees	0	0
	MOTP	0	0
RIDDOR Total		0	0

No RIDDOR reports were made during April and May 2017.

No serious injuries were reported from corporate employees although Tatton Park logged 4 accidents (minor slips, trips and falls).

No serious injuries were reported in schools and although 3 pupils attended hospital for x-rays, no accidents were RIDDOR reportable.

¹ MOTP – Members of the Public

² RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

13.0 HR PERFORMANCE DATA – part Q1 (01.04.2017 to 31.05.2017 only)

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

Date	Headcount	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC	FTE	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC
30 Apr 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	-8.28
30 Apr 2015	3,812	-13.42	-1.01	2883.5	-10.80	-0.19
30 Apr 2016	3,763	-1.29	-0.74	2891.7	0.28	1.02
30 Apr 2017	3,623	-3.72	n/a	2835.3	-1.95	n/a
31 May 2017	3,648	n/a	n/a	2859.1	n/a	n/a

Between April 2009 and April 2017, the overall Cheshire East Council employee headcount has reduced by 44.4%, and the overall number of FTE Cheshire East Council employees has decreased by 42.0%. Between April 2014 and April 2017, the overall Cheshire East Council employee headcount reduced by 17.7%, and the overall number of FTE Cheshire East Council employees decreased by 12.3% over the same period; however, as described previously, the larger (>10%) reductions in staffing between both 2013 and 2014, and 2014 and 2015 include staff TUPE transferring to ASDVs. Between April 2016 and April 2017, the overall Cheshire East Council employee headcount has reduced by 3.72%, with the number of FTE Cheshire East Council employees reducing by 1.95% over the same period.

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

Financial Year / Period	Headcount of all leavers inc. ASDV TUPE transfers	Employee turnover (all leavers, inc. TUPE transfers, as % of all employees)	Headcount of ASDV TUPE leavers (only)	ASDV TUPE transfer employee turnover (ASDV TUPE leavers as % of all employees)	Headcount of leavers minus ASDV TUPE transfers	Employee Turnover discounting ASDV TUPE transfers (ASDV TUPE leavers as % of all employees)	Headcount leavers, excluding ASDV TUPE transfers, resignation (only)	Resignation (only) Employee Turnover (resignation leavers as % of all employees)
2009-10	838	13.2%			838		390	6.2%
2010-11	931	15.5%			931		362	6.0%
2011-12	830	14.7%			830		307	5.4%
2012-13	657	12.5%			657		324	6.1%
2013-14	1019	21.4%	369	7.8%	650	13.7%	354	7.4%
2014-15	1030	25.1%	524	12.8%	506	12.3%	301	7.3%
2015-16	566	14.9%	21	0.6%	545	14.4%	305	8.1%
2016-17	458	12.3%			458		311	8.4%
Apr-May-17	74	2.0%			74		48	1.3%

13.3 Voluntary Redundancy

Two people have left the Council under voluntary redundancy terms in quarter 1 (April-May); both held posts within the management grades (Grade 10 or above). The total severance cost for both employees was £282,310 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £786,564 (which is the combined accumulated costs of the deleted posts).

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

13.4 Working days lost due to sickness absence:

Financial Year	Calculated days lost to sickness absence per FTE employee – Q1 (Apr-May-June) only unless specified otherwise	Calculated days lost to sickness absence per FTE employee – full financial year
2011-12	2.72	11.67
2012-13	3.10	12.03
2013-14	2.59	11.33
2014-15	2.91	11.97
2015-16	2.61	11.14
2016-17	2.61	11.14
2017-18	April-Jun-17 only: 1.7*	n/a

*: the Council's full quarter 1 (Apr-May-Jun) absence information, BVPI12 measure, will only be available after 30th June 2017.

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 April and May 2017/18.

Summary of current formal case work by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at June 2015	3	12	3	1	0
As at Sept 2015	4	6	2	0	0
As at Dec 2015	4	2	1	0	1
As at March 2016	5	2	6	1	1
As at May 2016	4	2	3	1	1
As at Sept 2016	4	0	1	1	1
As at Dec 2016	4	6	6	1	0
As at March 2017	6	4	6	1	0
As at May 2017	6	6	7	2	1

Summary of closed formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April - May 2017	0	1	0	0	0

Summary of new formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April – May 2017	0	3	1	1	1

14.0 Access to Information

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

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



Connecting People Plan 2017/18

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Introduction

As outlined in the Council's Medium Term Financial Strategy 2017/20 we are living and working in a complex world where residents and communities have high expectations of both business and public services. Greater resident and community choice and control is driving the shape of public services, with a growing public expectation that services will meet their needs, helping them achieve personal goals and aspirations. This becomes even more challenging within this era of austerity and the significant financial pressures that all public services face.

Doing more of the same won't work. Increasing demand, greater complexity, rising expectations and severe financial constraints mean that the current situation is not sustainable. Tomorrow's solutions will need to engage people as active participants, delivering accessible, responsive services of the highest quality. We don't have all of the answers to the challenges that we face. We need to work closely with other partners and providers in all sectors to find new ways to design and deliver services across the public sector and to seize the opportunities as they emerge.

As the rules of delivering public service are being re-written, making people and relationships the key to sustainable success is more important than ever. Only through deepened relationships with and between employees, partners, residents and communities will the Council innovate and adapt fast enough whilst maintaining service delivery. Tomorrow's solutions will need to bring together the diverse skills and talents and unlock the potential of people across the public sector.

Connected Council

Consciously building and strengthening connections in the way we lead, manage and work together within and across the Council, with members, partners and our communities is at the heart of our workforce strategy. We aim to build a more connected council and workforce through:

1. **Purpose and direction** – ensuring our workforce have a common understanding of why they exist as an entity, a clear sense of what they are trying to achieve and the strategy to get there around which people can unite and flourish.
2. **Authenticity** - leaders who act in a way that is in line with our FIRST values and who build relationships of trust and respect.
3. **Devolved decision making** – the sharing of power across the organisation with decisions being made as close to the customer as possible, whilst key strategic decisions are made centrally.
4. **Collaborative achievement** – close working within and across teams and organisations so that end to end processes work efficiently and effectively.
5. **Agility** – colleagues are encouraged to share what they learn and to operate in a culture that supports experimentation.

Summary of People Plan objectives

Recognising the complex world we operate within, 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 inter-connected workforce priorities come together to form the basis of the Council's Connecting People Plan.

2017/18 objectives

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

The purpose of this document is to outline the priorities within each objective and provide a mechanism to monitor and review delivery of the People Plan.

1. Organisational Design – Change Management, Productivity, Governance

	Priority	Owner	Timescale	Performance & Outcome Measures
A	To provide ongoing change management support for managers to enable effective redesign / transfer of services.	HR Delivery Manager/HR Education Manager	Ongoing	- Effective delivery of change programmes to agreed timescales
B	To support and challenge managers in the realisation of their contribution to the Councils £5m productivity savings.	Head of Strategic HR	March 2018	- Managers supported and on track to deliver productivity savings. -
C	To maintain and improve ongoing governance arrangements and further change management support for Executive Directors to improve challenge, consistency and deliver benefits.	Head of Strategic HR	March 2018	- Financial savings identified and realised.

2. Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships, Recruitment				
	Priority	Owner	Timescale	Performance & Outcome Measures
A	To undertake a strategic workforce assessment and design appropriate career pathway and talent development plans across the Council.	OD Manager / WFD manager	March 2018	<ul style="list-style-type: none"> - Strategic Workforce Assessment completed. - Talent development plans in place.
B	To fundamentally review attraction, recruitment and on-boarding processes, standards and supporting framework.	TBC	March 2018	<ul style="list-style-type: none"> - Recruitment process review and aligned with B4B solution - Standards and framework developed
C	To introduce an apprenticeship strategy that helps address skills gaps and supports talent and the development of career pathways across the Council.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Proportion of Council target achieved and amount of levy spent.
D	To facilitate and support the introduction of the apprenticeship levy across our maintained schools and ASDVs.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Proportion of Council target achieved and amount of levy spent.
E	To review and implement changes to the Performance Development review (PDR) process in preparation for the 2018/19 performance year taking into consideration the development of the B4B programme.	OD Manager	March 2018	<ul style="list-style-type: none"> - PDR process review and aligned with B4B solution
F	To review and implement changes to the redeployment arrangements to meet the change requirements of the Council and minimise redundancies.	HR Delivery Manager	March 2018	<ul style="list-style-type: none"> - Redeployment procedure reviewed and implemented.

3. Connected Council - Leadership, Culture, Values				
	Priority	Owner	Timescale	Performance & Outcome Measures
A	To develop an agreed Connected Council cultural change roadmap and supporting leadership and management development strategy and model.	OD Manager/WFD Manager	Sept 2017	<ul style="list-style-type: none"> - Roadmap defined and agreed. - Leadership and management development strategy in place
B	To lead / support the implementation of the 17/18 components of the Connected Council roadmap and leadership and management development strategy.	OD Manager WFD Manager	March 2018	<ul style="list-style-type: none"> - Connected Council change model in place. - Leadership and management training programme in place.
C	To deliver a programme of engagement events for Wider Leadership Team and Wider Leadership Community	OD Manager	March 2018	<ul style="list-style-type: none"> - Events run with positive feedback.
D	To continue to align and embed FIRST values and behaviours with particular focus on creativity.	OD Manager	March 2018	<ul style="list-style-type: none"> - 3 innovation centres run.

4. Employee Development - Capability, Talent, Learning				
	Priority	Owner	Timescale	Performance & Outcome Measures
A	To review and implement a Corporate Training plan to meet Corporate objectives for 17/18.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Agree Corporate Training requirements. - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. - Take up of places > 80%. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation
B	To develop and implement service specific training plans to meet service objectives	WFD Manager	March 2018	<ul style="list-style-type: none"> - Develop and agree local Training requirements and Plans. - Deliver plans to meet customer's needs within budget.
C	To continue to roll out career pathways across all service areas to meet service specific workforce needs.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Career pathways established based on portfolio need and reviewed quarterly

5. Engagement and Wellbeing – Staff Survey, Equality and Diversity, Work-life Balance				
	Priority	Owner	Timescale	Performance & Outcome Measures
A	To monitor and co-ordinate delivery of the Council's staff survey corporate commitments and local action plans via Staff Survey Governance Group.	OD Manager	March 2018	- Action plans delivered
B	To manage a series of Staff Survey Focus Groups to engage colleagues and obtain insight regarding improvement progress	OD Manager	March 2018	- Response rates for Focus Groups - Summary findings report
C	To commission and procure a supplier to run the 2018 staff survey.	OD Manager	March 2018	- Supplier procured
D	To deliver agreed HR actions in the Council's Equality and Diversity plan relating to refresh and update data and review training for managers and staff.	WFD manager / OD Manager	March 2018	- E&D employee data updated. - Reviewed framework of E&D training in place
E	To develop and implement a programme of engagement and wellbeing initiatives to build organisational, team and individual resilience.	OD Manager	March 2018	- Programme delivered

6. Employee Rewards – Pay, Reward, Recognition				
	Priority	Owner	Timescale	Performance & Outcome Measures
A	To review the Performance Related Pay scheme for senior managers and associated pay arrangements	OD Manager	March 2018	- PRP way forward agreed
B	To review the Council's redundancy terms in light of national legislation and regional position.	OD Manager	October 2017	- Terms reviewed and agreed
C	To undertake gender pay gap audit and report findings and actions.	OD Manager	March 2018	- Analysis findings reported and action plans in place and progressed.
D	To implement outcomes of national NJC pay spine review and other associated pay and allowance reviews e.g. car mileage rates, sleep in, living wage etc.	OD Manager	March 2018	- Agreements reached and effectively implemented.
E	To review, further develop and promote range of financial and non financial employee benefits.	OD Manager	March 2018	- Review of salary sacrifice schemes completed. - EAP provider procured. - Employee benefits promoted
F	To continue to promote and embed the Council's Making a Difference recognition scheme and long service events	OD Manager	Ongoing	- Sustain and increase number of Made my Day and Making a Difference nominations

7. Service Delivery - Policies, Business Partnering, Local Delivery Plans

	Priority	Owner	Timescale	Performance & Outcome Measures
A	To continue to work with Executive Directors, SMTs and other customers to determine business requirements and develop Local Delivery plans which ensure HR address or support specific business issues, opportunities and appropriately manage risks.	Head of Strategic HR/HR Delivery Manager/HR Education Manager.	Ongoing	- Local delivery plans agreed and implemented.
B	To review HR Policies, procedures and toolkits to ensure these meet legislative requirements and changes in business need.	OD Manager / HR Delivery Manager	March 2018	- Revised HR Policies, procedures and toolkits implemented.
C	To lead and support managers in proactively managing sickness absence across the Council.	HR Delivery Manager / HR Education Manager	March 2018	- Reduce current levels of sickness absence in 17/18 to achieve a target 10 days per FTE. - Complete actions from the Attendance Management Project.
D	To embed actions arising from the Corporate wide Health and Safety Audit Programme delivered during 2016/2017	H&S Manager	March 2018	- All non-conformance's actioned and residual risks minimised.
E	To monitor delivery of the external Occupational Health service - ensuring that it remains flexible in meeting demand	H&S Manager	March 2018	- KPI's met in accordance with SLA.
F	To undertake a full review of all Corporate Health & Safety and School Policies and Guidance Notes	H&S Manager	March 2108	- Review completed and implemented
G	To amend the Council's documented Health & Safety Operating Model to reflect changes in HSE's HSG65	H&S Manager	March 2018	- Operating model adapted to meet requirements of the revised HSG65.

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8. HR Business Development –Partnership, Income Generation, Accreditation.				
	Priority	Owner	Timescale	Performance & Outcome Measures
A	To develop and agree a sustainable HR offer, model and service level agreement.	Head of Strategic HR	March 2018	- HR Offer defined and agreed
B	To work in partnership with CWAC to effectively implement the Best4Business system solution in September 2018.	Head of Strategic HR	March 2018	- Implementation and business change milestones achieved.
C	To meet external income generation targets for HR Education and Health & Safety and to explore / develop new income streams across HR and OD	Head of Strategic HR	March 2018	- Income generation targets achieved
D	To achieve external accreditation of HR/H&S services and work towards external awards.	Head of Strategic HR	March 2018	- Receive external accreditation and awards
E	To continue to work with Transactional Service Centre (TSC) to develop employee service provision to meet CEC requirements in terms of cost, timeliness and quality service provision.	HR Delivery Manager/HR Education Manager	Ongoing	- Identify KPIs to measure service improvement. - Specific identified changes to improve service delivery and realise savings.

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