

# Staffing Committee

## Agenda

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**Date:** Thursday 26th October 2017  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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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 13 July 2017

5. **HR and Health and Safety Update Report** (Pages 7 - 36)

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

6. **Wellbeing in Work** (Pages 37 - 40)

To receive a report on the Wellbeing in Work

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Thursday, 13th July, 2017 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

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

Councillors G Baggott, Rachel Bailey, D Brown, D Flude, J Jackson and  
M Parsons

**Councillors in Attendance**

Councillor JP Findlow  
Councillor L Jeuda

**Officers**

Frank Jordan, Executive Director of Place and Acting Deputy Chief Executive  
Rosie Ottewill, Organisational Development Manager  
Clive Walsh, Senior Organisational Development Officer  
Sara Duncalf, Acting HR Business Partner –HR Delivery  
Nina Lingard, Solicitor Legal Services  
Rachel Graves, Democratic Services Officer

**1 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2 DECLARATIONS OF INTEREST**

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

**3 PUBLIC SPEAKING TIME/OPEN SESSION**

No members of the public in attendance wished to speak.

**4 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 27 April 2017 be confirmed as a  
correct record.

**5 RESPONSE TO QUESTIONS RAISED BY COUNCILLOR JEUDA AT CABINET ON 13TH JUNE 2017**

Councillor L Jeuda had raised questions at the meeting of Cabinet on 13 June 2017 in relation to the treatment of staff and an alleged bullying culture. The Leader of the Council had referred the matter for consideration by the Staffing Committee.

The Committee considered a report which provided a response to the questions raised by Councillor Jeuda. It was reported that in the report at paragraph 5.1, first bullet point, it should read “the number of staff who raised grievances was **ten**.”

Councillor Jeuda was in attendance and spoke about the bullying allegations, staff being afraid to speak out because it could lead to disciplinary action and the culture at Cheshire East Council. She asked that an independent external investigation be carried out into these areas and the outcomes be reported back to Members.

The Committee discussed the report and Cllr Jeuda’s comments and noted the work undertaken by the Reassurance Working Group, Staff Survey Governance Group and the planned focus group in July 2017 and January 2018, and the support provided to staff through the Occupational Health Service and the Employee Assistance Programme.

The following motion was moved, seconded and put to the vote:

“That the Staffing Committee recognise the value of our staff and the continued commitment to promoting staff engagement and well-being. At future Staffing Committee meetings, it is proposed that there will be a standing agenda item entitled ‘Staff Wellbeing’ to enable progress and update reports to be tabled on an on-going basis. This will enable Staffing Committee members to be re-assured and also to probe on particular aspects of interest and concern.”

The motion was carried.

**RESOLVED:** That

- 1 a standing item entitled ‘Staff Wellbeing’ be included on future Staffing Committee agendas to enable progress and update reports to be tabled on an on-going basis; and
- 2 further details be provided on the Employee Assistance Programme in terms of usage and value to the organisation.

**6 HR AND HEALTH AND SAFETY UPDATE REPORT**

The Committee considered a report on the progress with the Council's People Plan 2017/18.

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 April and May 2017 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 April and May 2017 and details of the RIDDOR reportable accidents.

A new People Plan had been created for 2017-18 with eight strategic workforce objective identified. The Plan outlined the priorities within each objective and an additional column would be included in the next report which would detail progress to date against these priorities.

The Committee noted that the Council's Health and Safety Team had been awarded the ROSPA award for the 5<sup>th</sup> consecutive year.

**RESOLVED:**

That the report be noted.

The meeting commenced at 2.00 pm and concluded at 3.42 pm

Councillor B Moran (Chairman)

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## CHESHIRE EAST COUNCIL

### Staffing Committee

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**Date of Meeting:** 26 October 2017  
**Report of:** Head of Strategic HR  
**Subject/Title:** HR and Health and Safety Update Report

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#### **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 Members are asked to note progress at the mid year in delivering the People Plan for 2017/18 and to provide any feedback.



## **11. HR POLICY REVIEW**

- 11.1 A review of Council HR Policies and Procedures is underway to ensure the Council's policies reflect best practice, are legislatively compliant and are user friendly for staff and managers to use consistently.
- 11.2 The review will be undertaken in phases with the scope outlined below:
- To review and streamline Human Resources Policies and Procedures and associated documentation, to include forms, toolkits and manager guidance.
  - As part of the review to consider appropriate governance to ensure the HR Policies are implemented and applied appropriately.
  - To agree a template style and approach for the development of HR Policies and Procedures.
  - To work with the Communication Team to improve the presentation and accessibility of documents for managers and staff, and with the Communications Team to launch and promote new documentation.
  - To work with the HR Delivery and Workforce Development teams, to provide training and support for managers if required, as part of implementation.
  - To put in place a rolling review process for revised HR Policies and procedures.
- 11.3 Work has commenced on the first phase which is focusing on some of the Council's core HR Policies such as Dignity at Work, Grievance, Organisational Change and Attendance Management. Further updates will be provided to Staffing Committee at the next meeting.

## **12.0 SLEEP-IN-ARRANGEMENTS**

- 12.1 Following recent case law development earlier this year, the Council has undertaken an assessment of all sleep in arrangements in all Council services during the period 1<sup>ST</sup> September 2015 to 31<sup>st</sup> August 2017. The review was primarily to assess compliance with National Minimum Wage regulations both retrospectively and to address future working arrangements.
- 12.2 As a result of this review it was found that some employees fell below the National Minimum Wage and arrears have been paid to top up payments to meet these legal requirements. In addition, sleep in allowances have been increased in relation to Care4CE and Tatton Park services to ensure future National Minimum Wage compliance. Further work continues to review existing working arrangements and employee terms and conditions.

## **13.0 Staff Survey Governance Group**

This item is now covered as part of the broader banner of Wellbeing at Work.

**14.0 HR PERFORMANCE DATA (Q1) 01.04.2017 – 30.06.2017****Health and Safety****Quarter 1 ACCIDENT & INCIDENT OVERVIEW DETAILS****01.04.17 – 30.06.17**

|   |           | <b>Corporate Core<br/>Employees (average<br/>head count): 3697</b> | <b>Schools Employees<br/>(average head<br/>count): 3695</b> |
|---|-----------|--|---|
| <b>Accidents</b>                                    | Employees | 152  | 30  |
| <b>Accident Rate Factor<br/>(Employees) AVERAGE</b> |           | 4%   | 0.8%  |
|   | MOTP      | 173  | 201   |
| <b>Incidents</b>                                    | Employees | 49   | 3   |
|   | MOTP      | 121  | 126   |
| <b>A&amp;I Total</b>                                |           | <b>495</b>   | <b>360</b>  |

|                         |           | <b>Corporate Core</b> | <b>Schools</b> |
|-------------------------|-----------|-----------------------|----------------|
| <b>RIDDOR</b>           | Employees | 0                     | 1              |
|                         | MOTP      | 0                     | 0              |
| <b>RIDDOR<br/>Total</b> |           | <b>0</b>              | <b>1</b>       |

**2.1 RIDDOR detail is as follows:**

- 2.1.1 Schools reported 1 RIDDOR reportable incident. This involved a member of support staff injuring his hand whilst opening a gate. His injuries required minor surgery to the nail bed of a finger and he was incapacitated for more than 7 days – therefore this became a reportable injury.
- 2.1.3 There were no Health and Safety Executive (HSE) investigations involving the Council during Quarter 1.

**Quarter 2 ACCIDENT & INCIDENT OVERVIEW DETAILS****01.07.17 – 30.09.17**

|   |           | <b>Corporate Core<br/>Employees (average<br/>head count): 3604</b> | <b>Schools Employees<br/>(average head<br/>count): 3535</b> |
|---|-----------|--|---|
| <b>Accidents</b>                                    | Employees | 59   | 33  |
| <b>Accident Rate Factor<br/>(Employees) AVERAGE</b> |           | 1.6%   | 0.9%  |
|   | MOTP      | 190  | 105   |
| <b>Incidents</b>                                    | Employees | 70   | 3   |
|   | MOTP      | 72   | 15  |
| <b>A&amp;I Total</b>                                |           | <b>391</b>   | <b>145</b>  |

|                         |           | <b>Corporate Core</b> | <b>Schools</b> |
|-------------------------|-----------|-----------------------|----------------|
| <b>RIDDOR</b>           | Employees | 0                     | 2              |
|                         | MOTP      | 2                     | 1              |
| <b>RIDDOR<br/>Total</b> |           | <b>2</b>              | <b>3</b>       |

**2.2 RIDDOR details are as follows:**

- 2.2.1 Corporate Core RIDDOR – 1: A member of the public slipped on the steps outside the Municipal Buildings and sustained a fractured elbow and was taken directly to hospital.

Corporate Core RIDDOR – 2: A member of the public tragically sustained fatal head injuries whilst performing a stunt on a BMX type bike. The accident occurred in the early hours of the morning, whilst he was on Cheshire East property, (Tipkinder Park, Crewe). The RIDDOR report was purely precautionary and there was no suggestion that the Council may be culpable. The HSE were not involved and the Police are treating the incident as a tragic accident.

Schools RIDDOR - 1: whilst a member of catering staff dismantled tables, one table top fell on the injured person's ankle causing a fracture. The employee was incapacitated for more than seven days which resulted in a RIDDOR report.

Schools RIDDOR - 2: a school employee slipped on coffee which had been spilled in the corridor. The injured person sustained a fractured ankle and was incapacitated for more than seven days, resulting in a RIDDOR report.

Schools – RIDDOR 3: the member of the public incident involved a pupil injured while completing a “buggy building” exercise. A plastic barrel fell on the pupil’s arm and caused a fracture and the pupil was taken directly to hospital for treatment.

- 2.2.3 There were no Health and Safety Executive (HSE) investigations involving the Authority during Quarter 2.

### 3.0 CORPORATE HEALTH & SAFETY AUDIT PROGRAMME 2017

- 3.1 A corporate wide in-house Health and Safety Audit was undertaken earlier in 2017 across the three Directorates, comprising 28 Heads of Service / Corporate Managers / Principal Managers (referred to as ‘Audit Managers’).

- 3.2 In summary, audit outcomes across the Council were as follows:

- 20 services were evaluated as Low Risk
- 8 services were evaluated as Medium Risk
- 0 services were evaluated as High Risk

- 3.3 The Risk profile of each Directorate is identified as follows:

| Directorate        | High Risk | Medium Risk | Low Risk  | Total     |
|--------------------|-----------|-------------|-----------|-----------|
| Corporate Services | 0         | 1           | 6         | 7         |
| People             | 0         | 5           | 10        | 15        |
| Place              | 0         | 2           | 4         | 6         |
| <b>Total</b>       | <b>0</b>  | <b>8</b>    | <b>20</b> | <b>28</b> |

- 3.4 An outcomes report was discussed at Corporate Leadership Team on 09.08.17, the Corporate Trade Union meeting on 21.08.17 and at the Corporate Health and Safety Forum on 18.09.17. Each meeting will be supplemented through regular progress updates.

- 3.5 A Health and Safety training programme is being prepared with HR Workforce Development for the Wider Leadership Team (i.e.: Executive Directors, Directors and Heads of Service) and this includes:

- IOSH Leading Safely for Executive Directors
- IOSH Managing Safely for higher risk service managers
- a Legal firm briefing for remaining managers – covering high profile prosecutions, corporate manslaughter, risk assessment principles and general Health and Safety requirements
- specific risk assessment training and / or assistance for all managers who require this support

- 3.6 A final risk profile outcome position (reflecting the level of and location of any residual risks) will be discussed at Corporate Leadership Team in November after which the audit programme will have reached its conclusion. A further report will be provided to Staffing Committee at the next meeting.

**15.0 HR PERFORMANCE DATA – Q2 (01.07.2017 to 30.09.17)****15.1 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 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  |
| <b>30 Sep 2017</b> | <b>3,615</b> | <b>n/a</b>                  | <b>n/a</b>   | <b>2840.0</b> | <b>n/a</b>                  | <b>n/a</b>   |

Between April 2012 and September 2017, the overall Cheshire East Council employee headcount has reduced by 33.7%, and the overall number of FTE Cheshire East Council employees has decreased by 30.4%. Between April 2014 and September 2017, the overall Cheshire East Council employee headcount reduced by 17.9%, and the overall number of FTE Cheshire East Council employees decreased by 12.1% 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 2017 and September 2017, the overall Cheshire East Council employee headcount has reduced by 0.22%, with the number of FTE Cheshire East Council employees increasing by 0.17% over the same period.

**15.2 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%   |
| <b>Apr-Sep-17</b>       | <b>219</b>  | <b>6.1%</b>   |                                       |  | <b>219</b>                                     |   | <b>159</b>   | <b>4.4%</b>  |

### 15.3 Voluntary Redundancy

Ten people have left the Council under voluntary redundancy terms in quarter 2; eight held posts within the management grades (Grade 10 or above). The total severance cost for all employees was £339,580 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £2,145,814 (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                               |

### 15.4 Working days lost due to sickness absence:

| Financial Year | Calculated days lost to sickness absence per FTE employee – Cumulative in year absence at end of Q2 | Calculated days lost to sickness absence per FTE employee – full financial year |
|----------------|---|---|
| 2011-12        | 5.32  | 11.67   |
| 2012-13        | 5.78  | 12.03   |
| 2013-14        | 5.26  | 11.33   |
| 2014-15        | 5.58  | 11.97   |
| 2015-16        | 5.19  | 11.14   |
| 2016-17        | 5.31  | 11.14   |
| 2017-18        | 4.98  | n/a   |

## 15.5 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 two member appeals during Q2 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  |
| As at Sept 2017  | 4          | 4            | 8         | 0               | 2  |

Summary of closed formal case work during period.

|                  | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|------------------|------------|--------------|-----------|-----------------|----|
| April – May 2017 | 0          | 1            | 0         | 0               | 0  |
| June – Sept 2017 | 2          | 5            | 5         | 1               | 0  |

Summary of new formal case work during period.

|                  | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|------------------|------------|--------------|-----------|-----------------|----|
| April – May 2017 | 0          | 3            | 1         | 1               | 1  |
| June – Sept 2017 | 0          | 3            | 6         | 0               | 1  |

## 16.0 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  
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### Connecting People Plan 2017/18

1 **Red** = Significantly off track

**Amber** = Some delay

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**Green** = On track / completed

White = Not yet commenced

## 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.

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2 **Red** = Significantly off track

**Amber** = Some delay

**Green** = On track / completed

White = Not yet commenced

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  | Progress to Date   |
| <b>A</b>   | 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          | The non schools delivery team has supported services across the organisation with a number of restructures and TUPE transfers. |
| <b>B</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.<br>- | Managers are supported to deliver productivity savings.  |
| <b>C</b>   | 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.                            | Financial savings delivered and realised.  |

4 **Red** = Significantly off track

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| 2. Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships, Recruitment |   |                          |            |   |  |
|---|---|--------------------------|------------|---|--|
|   | Priority  | Owner                    | Timescale  | Performance & Outcome Measures  | Progress to Date   |
| <b>A</b>  | 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"> <li>- Strategic Workforce Assessment completed.</li> <li>- Talent development plans in place.</li> </ul>               | Career pathway and talent development work in progress with teams within COO Directorate.  |
| <b>B</b>  | To fundamentally review attraction, recruitment and on-boarding processes, standards and supporting framework.  | TBC                      | March 2018 | <ul style="list-style-type: none"> <li>- Recruitment process review and aligned with B4B solution</li> <li>- Standards and framework developed</li> </ul> | Work not yet commenced.  |
| <b>C</b>  | 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"> <li>- Proportion of Council target achieved and amount of levy spent.</li> </ul>                                       | Apprenticeship levy budget currently forecast to be £736,000 per year across maintained schools and ASDVs. Total spend is currently at £255,000, with a number of leadership and management cohorts about to start with total spend across these programmes estimated at £505,000. Target estimated currently to be 85 across the core of the Council. 23 taken on since May with additional 9 currently being advertised. |

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# Appendix 1

|          | Priority  | Owner       | Timescale  | Performance & Outcome Measures                                    | Progress to Date   |
|----------|---|-------------|------------|---|--|
|          |   |             |            |   | An additional 45 existing staff across the leadership and management programmes will also come on stream in the next two months.<br>Regular target updates sent out to all Heads of Service, encouraging the use of the PDR process to identify skills gaps and talent for the future workforce.                       |
| <b>D</b> | To facilitate and support the introduction of the apprenticeship levy across our maintained schools and ASDVs.  | WFD Manager | March 2018 | - Proportion of Council target achieved and amount of levy spent. | Target of 96 apprentices across schools and ASDVs. 13 new apprentices recruited across schools and ASDVs since May. A further 8 vacancies currently being advertised. All school forums briefed on funding changes and made aware of opportunities the levy brings. Regular updates scheduled for autumn term updates. |
| <b>E</b> | 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 | – PDR process review and aligned with B4B solution.               | Initial discussions commenced with the Best4Business programme to understand PDR functionality.  |

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# Appendix 1

|          | Priority   | Owner               | Timescale  | Performance & Outcome Measures                     | Progress to Date   |
|----------|--|---------------------|------------|--|--|
| <b>F</b> | 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 | - Redeployment procedure reviewed and implemented. | A draft revised procedure has been written. This information will be incorporated into the wider review of HR Policies and Procedures with the aim of streamlining and grouping policies with the aim to provide clear and simplified suite of policies. |

| 3. Connected Council - Leadership, Culture, Values |   |                           |            |  |  |
|--|---|---------------------------|------------|--|--|
|  | Priority  | Owner                     | Timescale  | Performance & Outcome Measures   | Progress to Date   |
| <b>A</b>   | To develop an agreed Connected Council cultural change roadmap and supporting leadership and management development strategy and model.               | OD Manager/WFD Manager    | March 2018 | <ul style="list-style-type: none"> <li>Roadmap defined and agreed.</li> <li>Leadership and management development strategy in place</li> </ul>             | <p>Working Group established to develop blueprint and roadmap.</p> <p>Initial work commenced to develop leadership and management development strategy.</p> <p>Timeline revised to enable full stakeholder engagement and alignment with other linked initiatives.</p>                     |
| <b>B</b>   | To lead / support the implementation of the 2017/2018 components of the Connected Council roadmap and leadership and management development strategy. | OD Manager<br>WFD Manager | March 2018 | <ul style="list-style-type: none"> <li>Connected Council change model in place.</li> <li>Leadership and management training programme in place.</li> </ul> | <p>L&amp;M training programme agreed as part of Corporate Training Programme and management portal and induction programmes agreed and under development.</p> <p>Leadership and management qualifications, funded through the apprenticeship levy now being offered organisation wide.</p> |

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# Appendix 1

|          | Priority   | Owner      | Timescale  | Performance & Outcome Measures        | Progress to date  |
|----------|--|------------|------------|---------------------------------------|---|
| <b>C</b> | To deliver a programme of engagement events for Wider Leadership Team and Wider Leadership Community     | OD Manager | March 2018 | - Events run with positive feedback.  | Events for the Wider Leadership team and Wider leadership Community have run successfully as scheduled. |
| <b>D</b> | To continue to align and embed organisational values and behaviours with particular focus on creativity. | OD Manager | March 2018 | - Three innovation centres delivered. | A successful innovation event was held in Crewe in September.   |

| 4. Employee Development - Capability, Talent, Learning |   |             |            |  |  |
|--|---|-------------|------------|--|--|
|  | Priority  | Owner       | Timescale  | Performance & Outcome Measures   | Progress to Date   |
| <b>A</b>   | To review and implement a Corporate Training plan to meet Corporate objectives for 2017/2018. | WFD Manager | March 2018 | <ul style="list-style-type: none"> <li>- Agree Corporate Training requirements.</li> <li>- Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements.</li> <li>- Take up of places &gt; 80%.</li> <li>- Feedback evidences high quality service and output. &gt; 90% 'good/outstanding' ratings on evaluation</li> </ul> | <p>Complete.</p> <p>Commissioning against agreed training plan in progress.</p> <p>Take up of places is at 89%.</p> <p>Feedback rate is at 92%</p> |
| <b>B</b>   | To develop and implement service specific training plans to meet service objectives.          | WFD Manager | March 2018 | <ul style="list-style-type: none"> <li>- Develop and agree local Training requirements and Plans.</li> <li>- Deliver plans to meet customer's needs within budget.</li> </ul>  | <p>Training plans in place for 80% of training budgets.</p> <p>Training priorities identified in place and being delivered within budget</p>       |

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# Appendix 1

|          | Priority   | Owner       | Timescale  | Performance & Outcome Measures   | Progress to date   |
|----------|--|-------------|------------|--|--|
| <b>C</b> | To continue to roll out career pathways across all service areas to meet service specific workforce needs. | WFD Manager | March 2018 | - Career pathways established based on portfolio need and reviewed quarterly | Career pathway and talent development work in progress with new teams within Corporate Services. |

| 5. Engagement and Wellbeing – Staff Survey, Equality and Diversity, Work-life Balance |   |                          |            |   |  |
|---|---|--------------------------|------------|---|--|
|   | Priority  | Owner                    | Timescale  | Performance & Outcome Measures  | Progress to Date   |
| <b>A</b>  | To monitor and co-ordinate delivery of the Council's staff survey corporate commitments and local action plans, via the Staff Survey Governance Group.    | OD Manager               | March 2018 | - Action plans delivered  | Action plans progressing   |
| <b>B</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<br>- Summary findings report                | A series of Focus Groups have been run and findings reported.  |
| <b>C</b>  | To commission and procure a supplier to deliver the 2018 staff survey.  | OD Manager               | March 2018 | - Supplier procured   | Requirements currently being defined.  |
| <b>D</b>  | 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.<br>- Reviewed framework of E&D training in place | E&D training plan agreed and being commissioned. E-learning updated and live<br><br>E&D action plan on track   |
| <b>E</b>  | To develop and implement a programme of engagement and wellbeing in work initiatives to build organisational, team and individual resilience.             | OD Manager               | March 2018 | - Programme successfully delivered  | A programme of long service events, an "Audience With" and "Back to the Floor" is well underway.<br><br>A wellbeing in work framework has been drafted and a programme of initiatives is being finalised.. |

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| 6. Employee Rewards – Pay, Reward, Recognition |  |            |              |   |  |
|--|--|------------|--------------|---|--|
|  | Priority   | Owner      | Timescale    | Performance & Outcome Measures  | Progress to Date   |
| <b>A</b>                                       | To review the Performance Related Pay scheme for senior managers and associated pay arrangements   | OD Manager | March 2018   | - PRP way forward agreed  | Yet to be commenced.   |
| <b>B</b>                                       | To review the Council's redundancy terms in light of national legislation and regional position (Exit Payments).   | OD Manager | October 2017 | - Terms reviewed and agreed   | A review of the Council's terms has been undertaken and consultation with the trade unions is under way.   |
| <b>C</b>                                       | 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.  | Data captured. EPA action plan to be developed.  |
| <b>D</b>                                       | 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.   | Awaiting details of the national NJC pay spine review.   |
| <b>E</b>                                       | To review, further develop and promote range of financial and non financial employee benefits.   | OD Manager | March 2018   | <ul style="list-style-type: none"> <li>- Review of salary sacrifice schemes completed.</li> <li>- EAP provider procured.</li> <li>- Employee benefits promoted</li> </ul> | <p>Employee Assistance Programme has been re-procured and new supplier appointed.</p> <p>Roadshows to promote the Reward Centre took place during September.</p> |

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# Appendix 1

|          | Priority  | Owner      | Timescale | Performance & Outcome Measures   | Progress to date  |
|----------|---|------------|-----------|--|---|
| <b>F</b> | 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 | The scheme continues to be well supported and plans underway for the end of year event. |

| 7. Service Delivery - Policies, Business Partnering, Local Delivery Plans |   |  |            |   | 8.   |
|---|---|--|------------|---|--|
|   | Priority  | Owner  | Timescale  | Performance & Outcome Measures                              | Progress to Date   |
| <b>A</b>  | To continue to work with Executive Directors, SMTs and other staff 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.              | Through close and regular working and attending key meetings, HR Business Partners and HR delivery team ensures that they are involved at early stages of planning to understand business aims, scoping resources required and identifying risks to ensure projects/plans run smoothly e.g. Phase 1 and 2 of Adult Restructure with preparation for Phase 3.                                 |
| <b>B</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. | Initial assessment exercise undertaken with proposals for streamlining number of policies with associated procedures and guidance. Initial and on-going meetings with regional trade unions reps have taken place and planned on regular basis. Priorities identified e.g. Dignity at Work, Grievance, Disciplinary policies, Redundancy & Exit Payments and Attendance Management Policies. |

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# Appendix 1

|          | Priority  | Owner                                      | Timescale  | Performance & Outcome Measures  | Progress to Date  |
|----------|---|--|------------|---|---|
|          |   |  |            |   | Centrally employed teachers pay progression framework has been implemented.   |
| <b>C</b> | To lead and support managers in proactively managing sickness absence across the Council. | HR Delivery Manager / HR Education Manager | March 2018 | <ul style="list-style-type: none"> <li>- Reduce current levels of sickness absence in 17/18 to achieve a target 10 days per FTE.</li> <li>- Complete actions from the Attendance Management Project.</li> </ul> | <p>Attendance Management is in Phase 1 the wider HR Policy Review given its profile and Priority (see 7B above, refers).</p> <p>HR has held initial sessions with small group of managers to identify potential barriers to the effective application of the attendance management process. This will help identify the best way of meeting their responsibilities with confidence, skills and the right knowledge to enable the effective application of the process.</p> <p>Identification of key data to ensure that managers have the appropriate level of detail on sickness absence to enable fulfilment of responsibilities from oversight and scrutiny of overall absences to more detailed information to be used at an operational level.</p> |

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# Appendix 1

|          | Priority  | Owner       | Timescale  | Performance & Outcome Measures                                 | Progress to Date   |
|----------|---|-------------|------------|--|--|
|          |   |             |            |  | On-going operational support and advice to line managers in the Attendance Management issues and procedures.   |
| <b>D</b> | 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. | The CH&S Audit has been completed and 29 Audit Managers are now working through individual service specific action plans. An H&S training programme, approved by CLT, is being finalised for Audit Managers and the Wider Leadership Community.                  |
| <b>E</b> | 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.                            | End of year (31.08.17) 'additional services' usage figures show that 74 pay as you go services were purchased by managers. Contract KPIs are monitored monthly by the Council's and PAM's Contract Managers. KPIs are being met in accordance with the contract. |
| <b>F</b> | 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                             | A review of 37 corporate guidance notes is underway – many of which are transferable to schools.   |

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# Appendix 1

|          | Priority  | Owner       | Timescale  | Performance & Outcome Measures                                       | Progress to Date   |
|----------|---|-------------|------------|--|--|
| <b>G</b> | 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. | This item will commence when the relevant officer has attended a specific training session in November 2017. |

| 8. HR Business Development –Partnership, Income Generation, Accreditation. |  |                      |            |   |  |
|--|--|----------------------|------------|---|--|
|  | Priority   | Owner                | Timescale  | Performance & Outcome Measures                            | Progress to date   |
| <b>A</b>   | To develop and agree a sustainable HR offer, model and service level agreement.  | Head of Strategic HR | March 2018 | - HR Offer defined and agreed                             | HR are working closely to support business delivery across the Council. The service offer has been reviewed to ensure effective support to each Directorate and improve performance and support organisational change. |
| <b>B</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. | The HR Function is closely aligned to the Best4Business project team and continuing to work in partnership to ensure all key milestones are delivered to agreed timescales.  |
| <b>C</b>   | 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                      | HR Education and Health and Safety have reviewed their service offer to ensure it continues to meet customer requirements.   |
| <b>D</b>   | 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               | Via the CH&S team, the Council again achieved a Commended award in the 2017 competitive award scheme. Early preparation has begun on the 2018 portfolio with portfolio submission due by 05.02.18.                     |

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|          | Priority   | Owner                                    | Timescale | Performance & Outcome Measures  | Progress to date   |
|----------|--|--|-----------|---|--|
| <b>E</b> | 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   | <ul style="list-style-type: none"> <li>- Identify KPIs to measure service improvement.</li> <li>- Specific identified changes to improve service delivery and realise savings.</li> </ul> | Regular meetings between HR and ESC representatives to identify and address issues that may arise. This is on-going. |

## CHESHIRE EAST COUNCIL

### Staffing Committee

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**Date of Meeting:** 26 October 2017  
**Report of:** Head of Strategic HR  
**Subject/Title:** Wellbeing in Work

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#### 1. Introduction

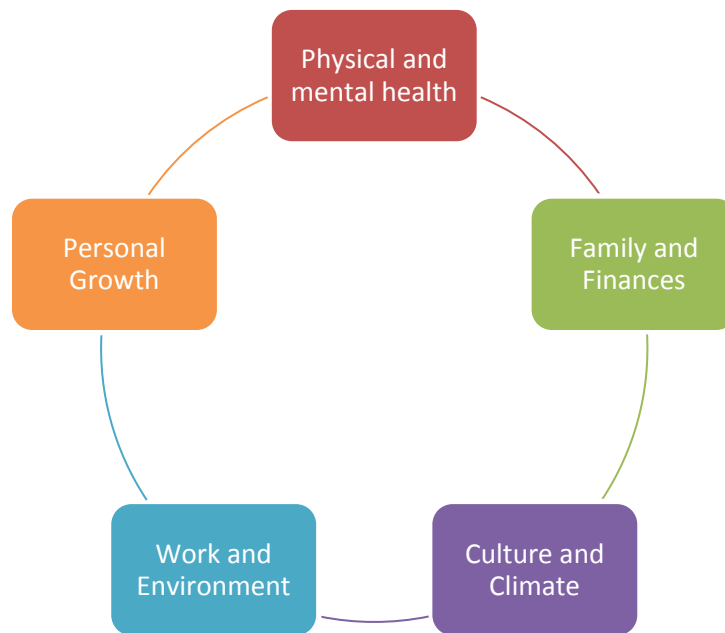
Building from the findings of the Staff Survey in 2016 and the recent findings from a series of staff focus groups, a programme of work has been initiated to improve staff wellbeing and resilience, to ensure our workforce are engaged and performing at the highest level.

Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organisation. Workers well-being is a key factor in determining an organisations long-term effectiveness.

Employee Wellbeing covers several aspects of the way that employees feel about their lives including their job and their relationships with the people around them. Research shows that employers can have an influence on an individual's overall sense of wellbeing in the way that they run their organisation. Healthy, happy and motivated people will go that extra mile, give great customer service, take fewer days off sick and provide commitment and creativity.

#### 2. Framework and programme

The Council has developed a Wellbeing in Work framework, which focuses on five interconnected areas which together support and strengthen employee wellbeing:



A desk top review has been completed to identify the topics currently in place, and to inform a monthly planned programme of communication and initiatives.

The desk top review has highlighted that the Council already has a wide range of policies, practices and initiatives which provide a strong foundation from which to build. The focus of the wellbeing in work framework and programme is to further improve, connect and sustain wellbeing within the workplace.

### 3. Wellbeing drivers

Each member of staff has a personal responsibility for their own wellbeing and to support and encourage others to do so. Alongside of this, the Council has an important role in bringing together the many components of strengthening wellbeing in work and embedding a positive, caring culture. Key drivers are:

- To improve levels of employee wellbeing and engagement
- To build individual, team and organisational resilience
- To prevent and reduce levels of absence
- To help improve productivity and performance
- To support the ongoing development of a positive organisational culture

### 4. Programme launch

The Wellbeing in Work 2017 programme will be launched during October 2017 and will position the Council's commitment to Wellbeing in Work, outline the broad range of policies and practices already in place and will signpost what is coming next.

This will be followed in November by a monthly Wellbeing in Work newsletter to all staff. Each edition will have a section dedicated to one of five wellbeing in work

areas alongside hints, tips and other helpful information. The aim of this newsletter is to both remind staff of what is already in place alongside of introducing timely and relevant new initiatives.

### 5. Sustaining the programme

To support, inform and shape the wellbeing in work programme two groups are being established:

- **wellbeing in work staff forum** - will meet quarterly to help shape, inform and sustain a programme of wellbeing initiatives. Staff in front line roles will be encouraged to take part.
- **wellbeing in work contributors' group** - will bring together services which contribute to the wellbeing programme on a quarterly basis.

### 6. Dignity at work

Following a recommendation from the Re-assurance Project, work is well underway to develop an e-learning module for all staff to increase understanding of what dignity at work represents, how to prevent issues arising. This mandatory learning module will be launched later this year.

### 7. Employee Assistance

As part of the Council's ongoing commitment to supporting wellbeing in work Employee Assistance Programme (EAP) has recently changed supplier. Known as Workplace Wellness, an independent and confidential helpline is available 365 days per year with a 24 hour service either online or over the telephone providing support in the following areas:

- Debt management and budgeting – creditors, financial health check.
- Emotional support – poor work/life balance, bullying, illness, crisis, anxiety, loss, self-confidence, workplace pressure.
- Family relationships - communication, marriage, co-habitation, coping with teenagers.
- Health and wellbeing - problems sleeping, fitness, weight management, alcohol, nutrition.
- Work and career issues – change, team dynamics, work overload, conflict.

In general, the usage of the EAP has increased over the past two years. There were a total of 501 calls to the EAP provider in 2016/17 and there have been 492 calls in 2017/18, to date.

The usage of categories Mental Health and Legal advice have both more than doubled in the last year highlighting areas to focus on as part of the Wellbeing in

Work programme. The number of face-to-face counselling referrals are broadly the same as last year, with the number of telephone sessions increased.

### **8. Wellbeing performance indicators**

Indicators of the impact of strengthening Wellbeing in Work will comprise measures including:-

- Usage of the Employee Assistance Programme
- Uptake from Rewards Centre and salary sacrifice schemes
- Attendance / completion of courses.
- Days absence per Full Time Equivalent employee
- Trends in reasons for absence
- Staff Survey results and overall trends in employee engagement.

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