

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting:	21 January 2011
Report of:	Head of Human Resources & Organisational Development
Subject/Title:	HR Update

1.0 Report Summary

1.1 To update the Committee on progress with Human Resource issues.

2.0 Recommendations

2.1 To note the report.

3.0 Reasons for Recommendations

3.1 To ensure Members are kept up to date with HR developments.

4.0 Wards Affected

4.1 No specific wards affected.

5.0 Local Ward Members

5.1 Not applicable.

6.0 Policy Implications including - Climate change - Health

6.1 No significant implications.

7.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

7.1 No direct implications arising from this report.

8.0 Legal Implications (Authorised by the Borough Solicitor)

8.1 No direct implications arising from this report.

9.0 Risk Management

9.1 No significant risks identified.

10.0 Background and Options

10.1 HEALTH & SAFETY

10.1.1 PRIME – Electronic Accident Reporting System

10.1.2 Phase 1 of implementing PRIME – to non schools services – has been successfully completed and employee engagement has been very encouraging. Phase 2 delivery – to schools staff – commenced in November 2010. To date 15 schools are fully operational in using PRIME. It is anticipated that all services and schools will be using the electronic system by end March 2011.

10.1.3 Specific training has been delivered on the new PRIME software. This demonstrates how accident data can be entered locally and how information can be retrieved from the system. Future training dates in January and February 2011 are available via the link below:

<http://centranet.ourcheshire.cccusers.com/healthandsafety/Pages/default.aspx>

10.1.4 Recent Training Delivered

10.1.5 Health and safety courses delivered to CEC employees by members of the Corporate Health & Safety Team are detailed below. Further courses will run during January – March 2011 (details are available via the link above)

- Risk assessment training - 20 employees
- CIEH accredited Health & Safety Awareness training - 12 employees
- 3 Accident Investigation courses – these usually run in tandem with PRIME sessions
- 15 PRIME training sessions to both schools and non schools employees

NB: Basic Health & Safety Awareness courses and a Corporate Manslaughter course were cancelled during Quarter 1 due to a lack of interest.

10.1.6 Details of training which has been purchased from the Corporate Occupational Health & Safety Trainer are available at Appendix 1.

10.1.7 Course options have been expanded in conjunction with new HSE guidelines and uptake has been very successful, both from CEC and CWAC. However CWAC are reviewing how they anticipate providing services to Schools, Children's Centres and Adult Services in the future and the impact of this is currently uncertain.

10.1.8 Progress on the delivery of the Schools Business Support Agreement (SBSA)

10.1.9 By the end of December 2010, 34 Audits will have been undertaken at 30 Primary Schools, 3 Secondary Schools and 1 Special School. The programme is currently running to target.

10.1.10 Three briefing sessions were delivered by the Corporate Health & Safety Schools Team in November 2010, as part of the annual schools training programme. These focused on current hot topics and included a short introduction to PRIME (see 11.1.2). Attendees from Secondary and Primary schools included Headteachers, Bursars, Governors, Site Maintenance Officers and Health & Safety Co-ordinators.

10.1.11 Delivering the Corporate Noise Programme

10.1.12 A member of the Corporate Health & Safety Team has been trained by Occupational Health to undertake audiometric tests. This officer will take over the hearing test programme of Waste & Recycling Operatives at Commercial Road Depot (Macclesfield) from mid December 2010. Occupational Health Nurses will continue to deliver this service to Operatives at Pym's Lane Depot (Crewe) until a second Corporate Health & Safety Officer is trained in January 2011.

10.1.13 The OH Nurse has undertaken 20 hearing tests to date and so far, no results have shown that any operative has experienced work related hearing loss.

10.1.14 Personal protective equipment is being sourced which filters out high frequency noise whilst still enabling operatives to hear passing highway traffic and relevant environmental sounds.

10.1.15 An updated action plan is being implemented jointly by Waste Managers and the Corporate Health & Safety Team.

10.1.16 Delivering the Corporate Health and Safety Audit Programme

10.1.17 The Corporate Health & Safety Audit Programme has commenced with Officers being trained to undertake full audits in Environmental Services and Health & Wellbeing.

10.1.18 Within Environmental Services, an audit will be undertaken of both Streetscape & Bereavement Services, and Waste & Recycling Services, by mid February 2011. An action plan and full report will be prepared by the Corporate Health & Safety Lead Adviser for Places. The full audit within Highways will be delayed until current staff movements become static.

10.1.19 The programme will be initiated in Health & Wellbeing services in January 2011 following Audit training of the Corporate Health & Safety Manager – who will be assisted by the Corporate Health & Safety Lead Adviser for Performance & Capacity.

10.1.20 All other Service Managers will be completing self – audits in line with the five year Corporate Health & Safety Audit Programme.

10.1.21 New Policy – draft for consideration

10.1.22 A draft new policy is presented for comment. The Violence at Work Policy incorporates the use of the Potentially Violent and Aggressive Persons database and commences the first stage in the consultation process at this Committee meeting. The draft policy has been forwarded to Trade Union Representatives for comment and will conclude the consultation process at the Corporate Health & Safety Forum in February 2011.

10.1.23 The policy includes:

- Guidance for employees when working either with known or potentially violent persons. Links are made with the Corporate Lone Working Policy regarding arrangements for employees whilst working away from a CEC premise in a lone working capacity
- The Potentially Violent and Aggressive Persons database, which is a major tool available for advising employees of known violent or aggressive persons and dangerous dogs (or other animals). Information entered onto the database will be secure and will meet the criteria required by the Data Protection Act. Three nominated Managers will meet regularly to assess the addition and removal of information and will comprise the Customer Services Manager, the Benefits Manager and the Corporate Health & Safety Manager.

10.1.24 Approval of the draft Violence & Aggression Policy is requested.

10.1.25 Accident and Incident Data (Quarters 1 & 2: 01.04.10 – 31.10.10)

10.1.26 In the second quarter **319** accident / incident reports were reported either directly onto PRIME or to the Corporate Health and Safety Team, of which **39** were RIDDOR* reportable to the Health & Safety Executive. Three are pending RIDDOR approval and are awaiting further information to confirm their status. The total number of RIDDOR reportable incidents for Quarters 1 and 2 total **81**.

*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

	No. of Incidents	No. of RIDDORs
2009 - 2010		
Quarter 1	371	59
Quarter 2	119	62
Quarter 3	138	78
Quarter 4	135	77
Totals	763	276
2010 - 2011		
Quarter 1	144	42
Quarter 2	319	39 (+3 pending)

- 10.1.27 The highest numbers of incidents received and recorded so far are in the People Directorate. This is not unexpected due to the high number of public who use the services provided by this Directorate and the activities undertaken - particularly in Schools.
- 10.1.28 From July 2010 (Quarter 2), an increase in accident information has been entered onto PRIME in order to test its capabilities, prior to the corporate launch of the system in September 2010. Although this led to an initial surge in the total number of accidents reported, RIDDOR reports did not increase proportionally which indicates that there has been no compromise to Health and Safety across the organisation.
- 10.1.29 Further, nothing significant has been seen in schools accidents reported – there have been no significant accidents of note and no decrease in safety has been detected.
- 10.1.30 Details of RIDDOR incidents by Directorate and Type are detailed at Appendices 2 & 3.

10.2 ORGANISATIONAL DEVELOPMENT

10.2.1 Investors in People

- 10.2.2 As part of the process for CEC to retain Investors in People (IIP) recognition, a series of informal health-checks are being undertaken from October through to February. The aim of the health checks is to obtain a snapshot of how effectively people management and development practices are being embedded, ahead of the formal corporate assessment in May of 2011. Services that will take part in the informal health checks are as follows:

October – Finance and Health and Wellbeing

November - Streetscape and Housing and Planning (Places)

January – Care4ce (Adults)

February – Schools Catering and Child Protection and Cared for Children

10.2.3 Findings from the October and November health checks indicate that some good progress has been made since the beginning of the year. Headlines are:

- A **commitment** to the principles and ethos of the standard was evident
- Clear evidence of a number of **practical steps being taken** since initial informal health checks
- Main focus should be on **embedding effective and consistent** people management practices across CEC

10.2.4 **Cheshire East Manager**

10.2.5 One area that IIP has highlighted is the need to ensure there is a common understanding regarding the role of a Cheshire East manager and the skills, knowledge and behaviours that are required to undertake this role effectively. To support this two things are moving forward:

- Re-launch of the **employee development charter** which positions the partnership between an employee, their line manager and team
- Create an “**aspiring leaders**” competency framework and on-line toolkit to support the development of managers at all levels within the Council

10.2.6 **Employee support**

10.2.7 To support staff seeking redeployment or leaving the Council partnerships have been established with Next Steps (Adult Connexions) and CMC, to help build employee confidence in drafting application forms and CVs, preparing for interviews and job seeking generally. This runs alongside of an ongoing support package for staff seeking redeployment.

10.2.8 **Apprentices**

10.2.9 The Council's commitment to employing young people continues to strengthen. We are nearing 40 apprenticeships across the Council on both the corporate and local schemes. Offers have also recently been made to three young people who have graduated from the Princes Trust and five young people in care in Cheshire East. A development day for apprentices has recently been run at Tatton Park and was well received by all who attended.

10.2.10 To develop our commitment further all services are being asked to consider whether they could recruit and develop an apprentice when a vacancy occurs between grades 1 – 3. This approach provides both an opportunity for a young person to take their first step into employment whilst helping to manage service costs.

10.2.11 Oracle performance and learning management systems

10.2.12 Oracle Learning Management (OLM) and Oracle Performance Management (OPM) are two new modules being developed to improve some of our key employee processes and management information. OPM and OLM will be piloted before roll out planned to take place during 2011/12. The aim of the pilots is to test:

- **administrative functionality** and processes,
- **self serve functionality** for those who have Oracle access
- **other self serve workarounds and impacts** for those who do not have Oracle access.

10.2.13 **OLM** is to be piloted in three areas from late April – June 2011:-

Childrens social care

- Newly Qualified Social Workers (self serve)
- Residential care staff (Crewe) (self serve and non self serve)

Adults and Health and Wellbeing

- Approved Mental Health Practitioner team (self serve)

Borough Treasury and Assets

- Corporate training programme (self serve and non self serve)

10.2.14 **OPM** is to be piloted in six areas from early April – July 2011, aligned to the performance cycle

Childrens and Families

- Monitoring and Interventions team and Newly Qualified Social Workers (self serve)
- Policy and strategy team (self serve)

Adults and Health and Wellbeing

- Adults Safeguarding and Approved Mental Health Practitioner teams in Adults (self serve and non self serve)

Places

- Trading Standards (self serve)

Performance and Capacity

- HR&OD (self serve)
- Customer Access (self serve)
- Performance and Partnerships (self serve)

10.3 HR DELIVERY

10.3.1 Supporting Workforce Change

10.3.2 There has been a considerable amount of activity around workforce change in the third quarter of the year. Two hundred and seven employees were approved by Cabinet to leave under the current voluntary severance scheme, bringing the total number to date to 599.

10.3.3 So far, the Council has taken a Service by Service approach to inviting expressions of interest in voluntary severance – doing so as and when new

structures are created. In December 2010 however, the decision was taken to open up the invitation across the whole Council as part of the response to reduced Government Funding and the need for greater efficiencies. Naturally, approval will only be given where Services are able to reduce or remove the need for such employees.

10.3.4 The number of employees placed on the Redeployment Register reached 650 (since its inception in September 2009). The situation has been resolved for 348 of these people so far, through them having been redeployed or leaving on severance terms. Those employees who have been redeployed have reduced the Council's staffing spend by circa £8.5m and a further 16 people are currently on work trials to determine whether a permanent redeployment option is suitable.

10.3.5 There has also been a large number of Trade Union and Staff Consultation exercises that have arisen out of restructures, requirement for redundancies, closure of premises and the review / ending of various Shared Services. Other work impacting strongly on the HR Delivery Team, has included a variety of TUPE exercises – both out of, and into the Council, often as an emergency measure.

10.4 HR POLICY AND REWARD

10.4.1 Supporting Workforce Change

10.4.2 As part of the response to reduced Government Funding, the Council has introduced the following voluntary initiatives to generate savings – purchase of annual leave, extended unpaid leave and voluntary reduction in working hours.

10.4.3 To date the following approvals have been given:

Purchase of annual leave (2010/2011) – 26
Purchase of annual leave (2011/2012) – 47
Extended unpaid leave – 5
Reduction in working hours – 6

10.4.5 Harmonisation/Equal Pay

10.4.6 Work is continuing to address equal pay issues and develop a modern set of terms and conditions of employment for Cheshire East. Given reduced Government Funding, this work now includes addressing what savings can be made.

10.4.7 Initial formal proposals have now been made to the trade unions about the areas included in the review including car allowances, premium payments and overtime payments. Formal consultation will continue over the coming months. It is intended to implement the new pay structure and terms and conditions with effect from 1 September 2011.

10.4.8 A new employee newsletter, 'Fit for the Future' has been created with one edition published so far. Future editions of the newsletter will be published on an as and when basis to ensure that all employees are kept up to date and included in the consultation process about the review.

10.4.9 Regular updates as the work progresses will be provided to the Project Board, Member Steering Group, Staffing Committee and Cabinet.

10.4.10 Policy development

10.4.11 Work has continued to develop new harmonised HR policies and procedures for Cheshire East Council with ongoing consultation with the trade unions. A final consultation session with the trade unions will take place in January 2011.

10.4.12 Work has also continued to develop 'toolkits' for managers to supplement the policies and procedures. These will aim to support managers in implementing the policies and procedures and will comprise guidance notes, frequently asked questions and model letters.

10.4.13 It is intended that the new policies and procedures and the toolkits will be implemented in the same timescale as the new pay structure/terms and conditions.

11.0 Access to Information

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

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TRAINING PURCHASED FROM THE CORPORATE OCCUPATIONAL HEALTH & SAFETY TRAINER

QUARTER 1 (01.04.10 – 30.06.10)

COURSE	TOTAL COURSES RUN	COURSES RUN AT CEC	No. OF CEC ATTENDEES		COURSES RUN AT CWAC	No. OF CWAC EMPLOYEES ATTENDING	TOTAL NUMBER OF ALL ATTENDEES
Emergency First Aid at Work	23	12	173		11	247	420
First Aid at Work	4	2	30		2	51	81
First Aid Re-Qualification	3	2	46		1	15	61
Paediatric First Aid	1	-	-		1	20	20
Manual Handling	4	2	15		2	16	31
Talks (to Mid Day Supervisors)	2	1	10		1	8	18
Talk to Children (about FA)	1	1	30 (children)		-	-	30 (children)
3 Hour FA Refresher (annual)	2	1	15		1	15	30
Safer Handling & Hoists	4	3	23		1	6	29
TOTALS	44	24	312		20	378	690

APPENDIX 1 CONTINUED

TRAINING PURCHASED FROM THE CORPORATE OCCUPATIONAL HEALTH & SAFETY TRAINER

QUARTER 2 (01.07.10 – 31.10.10)

COURSE	TOTAL COURSES RUN	COURSES RUN AT CEC	No. OF CEC ATTENDEES		COURSES RUN AT CWAC	No. OF CWAC EMPLOYEES ATTENDING	TOTAL NUMBER OF ALL ATTENDEES
Emergency First Aid at Work	19	10	187		9	141	328
First Aid at Work	2	-	-		2	37	37
First Aid Re-Qualification	3	-	-		3	45	45
Paediatric First Aid	1	1	22		-	-	22
Manual Handling	2	1	8		1	8	16
3 Hour FA Refresher (annual)	2	1	12		1	12	24
Safer Handling & Hoists	3	1	6		2	16	22
Induction Session (no charge)	1	1	60		-	-	-
TOTALS	33	16	295		18	259	554

END OF APPENDIX 1.

APPENDIX 2

**TOTAL RIDDOR INCIDENTS REPORTED BY DIRECTORATE AND ACCIDENT TYPE
QUARTERS 1 & 2, 2010 - 2011**

	PEOPLE		PLACES	PERFORMANCE & CAPACITY	TOTALS
	Adults, Community, Health & Wellbeing	Children & Families			
Assaulted by a person	1	-	-	1	2
Contact with moving machinery / material being machined	-	1	1	-	2
Exposed to/in contact with a harmful substance	-	1	-	-	1
Fell from a height	-	4	1	-	5
Hit by a moving/flying/falling object	1	4	-	-	5
Hit something fixed or stationary	2	7	-	-	9
Injured while handling/lifting/carrying	3	-	-	-	3
Slipped/Tripped/Fell on the same level	3	23	8	-	34
Sporting activity	-	20	-	-	20
TOTALS	10	60	10	1	81

END OF APPENDIX 2.

APPENDIX 3

TOTAL RIDDOR INCIDENTS BY DIRECTORATE AND LOCATION QUARTERS 1 & 2, 2010 - 2011

BUSINESS	SITE	TOTAL
ADULTS, COMMUNITY, HEALTH & WELLBEING	Cypress House	1
	Lincoln House Community Support Cr.	1
	Stanley Centre Day Care	1
	Alsager Civic Hall	1
	Prestbury Library	1
	Sandbach Library	1
	West Park	1
	Sandbach Leisure Centre	1
	Park lane	1
	Sub Total	9
Off Site	107 Forge Fields	1
	Service user's home	1
	The Thatches, Broadwalk, Prestbury	1
	Sub Total	3
	TOTAL	12
CHILDREN AND FAMILIES SERVICES	Oakley Centre Children's Centre	1
	Hurdsfield Family Centre	1
	Sub Total	2
Off Site	Morag Park, IOM	1
	Wheelock Hall Farm, Sandbach	1
	Sub Total	2
Primary Schools - Community	Beechwood Primary School	1
	Bollinbrook CE Primary School	1
	Dean Oaks Primary school	2
	Dean Valley Community Primary School	1
	Egerton Primary School	1
	Gawsworth Primary school	1
	Hollinhey Primary School	1
	Ivy Bank Primary school	1
	Leighton Primary School	1
	Nether Alderley Primary School	1
	Pebble Brook School	1
	Sound and District Primary School	1
	The Berkeley Primary School	1
	The Berkeley Primary School Wistaston	1
	Vine Tree Primary School	1
	Wheelock Primary School	1
	Wybunbury Delves C. of E primary school	1
	Sub Total	18

BUSINESS	SITE	TOTAL
Primary School- Voluntary Aided	St Mary's Catholic Primary School	1
	Sub Total	1
Secondary Schools - Community	Alsager School	3
	Brine Leas High School	2
	Congleton High School	7
	Eaton Bank School	1
	Holmes Chapel Comprehensive School	1
	Kings Grove School	5
	Middlewich High School	2
	St Thomas More Catholic High School	2
	Tytherington High School	1
	Wilmslow High School	2
	Sub Total	26
Secondary Schools - Foundation	Fallibroome High School	2
	Macclesfield High School	3
	Malbank School and Sixth Form College	1
	Sandbach High School and Sixth Form College	4
	Sub Total	10
Special School - Community Special	St Johns Wood Community School	1
	Sub Total	1
	TOTAL	60
PERFORMANCE AND CAPACITY	Emperor Court Offices	1
	TOTAL	1
PLACES - Environmental Services	Crewe Cemetery Badger Avenue	1
	Sub Total	1
Regeneration	Tatton Park	2
	Tatton Park Gardens	1
	Tatton Park Old Hall	1
	Sub Total	4
Safer and Stronger Communities	Car Park Tatton Street Knutsford	1
	Sub Total	1
Off Site	Cartmel Close	1
	Public Highway	1
	Sub Total	2
	TOTAL	8
FINAL TOTAL		81

END OF APPENDIX 3.

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