

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting:	18 October 2012
Report of:	Paul Bradshaw, Head of Human Resources & Organisational Development
Subject/Title:	HR Update
Portfolio Holder:	Cllr Barry Moran

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

6.1 No significant implications.

7.0 Financial Implications (Authorised by the Director of Finance & Business Services)

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 as a result of this update report. Risks relating to specific issues will be dealt with separately.

10.0 Section Updates

10.1 HEALTH AND SAFETY

10.1.1 Inspection Programme

10.1.2 Joint workplace inspections of services and locations have included:

- Places & Organisational Capacity Directorate - a matrix of joint inspections has been prepared within this Directorate, including completion dates, to keep track of whether inspections are on schedule and to act as a prompt for managers. A programme of Inspections has commenced at Tatton Park and has included the Rangers workshops, garages and the mess facility. Inspection and advice has also been given to the organisers of the Tatton Biennial Art Exhibits on exhibits to be viewed by the Public and to the RHS Flower Show at Tatton Park.
- Adults, Leisure Services and Libraries - inspections have included William Stanier Leisure Centre, Shavington Leisure Centre, Victoria Community Centre, Nantwich Pool, Macclesfield Leisure Centre, Poynton Leisure Centre, Brereton Pool, Congleton Leisure Centre and at Crewe Pool. There were no significant health & safety issues noted.
- Children & Families - annual Health and Safety Reviews have been undertaken at 2 Special schools, 8 Secondary schools and 42 primary schools. Local exhaust ventilation tests have been undertaken at 2 secondary schools.

10.1.3 Route Risk Assessments in Waste & Recycling

10.1.4 Following a visit from HSE in March 2012, the development of Route Risk Assessments in the Waste & Recycling service is a priority. The process involves the identification of hazards which Drivers and Loaders may encounter on all of the 580 collection rounds in the North & South of the Borough.

10.1.5 Symbols have been attached to 'Lockout' sheets for each road so that Drivers and Loaders understand the hazards which are present on each round. Each round will have a Route Risk Assessment Pack which contains a list of actions or control measures which are to be applied to mitigate the particular hazard.

10.1.6 Briefing sessions have been held with the Trade Union representatives in order to keep them involved and updated on progress.

10.1.7 Corporate Health & Safety Apprentice

10.1.8 The Corporate Health and Safety Service has been fortunate to take on an Apprentice, Stephanie Bretherton, who commenced in May 2012.

10.1.9 In September 2012, Stephanie was named as one of the 16 finalists for the 'A Team' Apprentice of the Year and through her hard work and commitment she is already proving to be a tremendous asset for the service.

10.1.10 Delivery of Corporate Health & Safety Training

10.1.11 16 courses and briefing sessions (available via the Corporate Training Programme), have been delivered to 149 delegates – as detailed below:

NO. OF COURSES	COURSE	ATTENDEES
1	COSHH Training – Tatton	12
1	Schools specific half day Risk Assessment	13
1	Managing Safety in Schools	20
3	PRIME	11
3	Using a Defibrillator	18
1	Corporate Induction	26
2	Risk Assessment	8
2	Tool Box Talks	18
1	First Aid Re-qualification Course	9
1	Manual Handling Training Course	14
16	TOTALS	149

10.1.12 Corporate Accident & Incident Statistics - Quarter 1 (01.04.12 – 30.06.12)

10.1.13 In Quarter 1, **1380** accident reports were entered onto PRIME, of which **31** were **RIDDOR** reportable to the Health & Safety Executive. This represents a continuing downward trend in the number of reportable incidents which are occurring, quarter on quarter (refer to Table 1 overleaf).

Table 1: Total number of RIDDOR Accident / Incidents in Quarter 1

Quarter	No. of Accidents & Incidents on PRIME	No. of RIDDOR Reports
Q3 2010 - 2011	1581	122
Q4 2010 - 2011	1637	142

Q1 2011 - 2012	1388	94
Q2 2011 - 2012	1365	87
Q3 2011 - 2012	2002	74
Q4 2011 - 2012	1773	67

Q1 2012 - 2013	1380	31
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- 10.1.14 Care4CE reported a total of **426** accidents and incidents, **3** of which were **RIDDOR** Reportable. Overall, Care4CE reported **27.5%** of accidents in Quarter 1.
- 10.1.15 Overall, Schools reported **653** accidents and **3** incidents in Quarter 1.
- 10.1.16 Tatton Park reported **13** accidents in Quarter 1, and **0** incidents. **No RIDDOR** reportable accidents occurred.
- 10.1.17 Leisure Facilities reported **2 RIDDOR** out of 213 accidents in Quarter 1. There was **1** slip, trip and fall and **1** sports related injury.
- 10.1.18 Details of **RIDDOR** incidents during Quarter 1 are shown at Appendix 1 - by Division and Service Area and at Appendix 2 - by Division and Accident Cause.

10.2 ORGANISATIONAL DEVELOPMENT

10.2.1 Apprenticeships

- 10.2.2 The A-Team continues to be highly successful with approximately 70 young people currently on apprenticeship placements across the Council (including one placement in Health and Safety as outlined in 11.1.7 above and one in HR Delivery). The focus continues to be on delivering an apprenticeship model that is inspirational and sustainable, seeking collaborative opportunities within the community to further expand opportunities for young people within the Borough and beyond.
- 10.2.3 The recent A-Team Conference and Awards Ceremony was a huge success including Her Majesty's Lord Lieutenant of Cheshire, David Briggs MBE, Fiona Bruce MP, influential business and Council leaders as speakers and guests. 16 apprentices were nominated for the prestigious 'Apprentice of the Year' making the selection of just 3 winners a difficult decision.
- 10.2.4 The A-Team have also been recognised as national finalists in the [Training Journal's Best Apprenticeship Programme in the UK](#) up against some big name competition – BAM Nuttall Ltd, McCann Manchester, Midland Heart, Scottish Children's Reporter Administration and Thomas Cook Group PLC. Winners will be announced at the end of November.

10.2.5 Graduate Programme

10.2.6 Five new management trainees have recently started a two year Cheshire East graduate programme. Following a two week initial induction to provide strategic context and help orientation across the Council, the management trainees have commenced the first of four, six month placements. These challenging placements will provide the opportunity for the management trainees to make a valuable contribution to the priorities of Cheshire East, along side developing talent for the future.

10.2.7 Learning Lounge

10.2.8 The Learning Lounge, our new on-line learning zone, has been successfully launched across the Council. Many staff visited the [Learning Lounge](#) during a recent tour of key offices and locations, and more than 800 colleagues have enrolled onto on-line learning programmes over the last few months. This on-line learning facility will also be extended to members shortly.

10.2.9 The Learning Lounge can be used at work or at home to take advantage of a wide range of courses and personal development programmes. Departments such as Customer Services have created courses specifically for their staff and Revenue and Benefits will shortly be doing the same. The OD team have worked with other teams e.g. Procurement, Web Team, and Childrens Safeguarding to produce courses which everyone can use. This on-line development resource compliments other forms of learning by providing a cost effective and flexible means of learning in bite size pieces.

10.2.10 Performance Essentials

10.2.11 Further to the “our great journey” manager briefings earlier this year when we introduced the behaviours for success and outlined changes to the performance development review (PDR) process, a number of training and support initiatives - collectively known as “**performance essentials**” – are being introduced to build the skills and confidence of managers in delivering the highest levels of performance through their teams. These programmes are::

- **Creating a high performance climate** - an insightful two day development programme has been created for managers which focuses on the role of a manager, explores the impact of differing leadership styles and how through their actions and responses, managers can create a positive climate and enable their teams to deliver the highest levels of performance.

- **PDR Fundamentals** - following a successful pilot in Care4CE, a one day course has been developed which covers the key aspects of undertaking an effective Performance Development Review (PDR). The

course has been designed with team leaders and supervisors in mind to develop essential skills in agreeing SMART objectives, discussing the Behaviours, providing constructive feedback and arriving at a fair and consistent performance assessment.

- **Managing Performance and Capability** - there will be a few occasions when despite early intervention and support, managers, may need to tackle persistent and challenging performance issues. To support such situations a small number of one day courses are available to build skills and confidence in managing capability.

- **Oracle Performance Development** - following a successful pilot, the Oracle Performance Development (OPD) system will be implemented to Cheshire East staff with Oracle access between November and March. This system supports the PDR process by capturing, sharing and reporting performance information. Details of the roll out schedule, training and support will be provided over the coming months.

10.3 HR DELIVERY

10.3.1 HR Support

10.3.2 The HR Delivery Team continues to support management in dealing with a range of casework including disciplinaries and grievances. .

10.3.3 In addition, there is an increasing requirement from managers for advice and assistance relating to TUPE situations both into and out the Council. As Cheshire East considers alternative service delivery models, this type of support and advice from HR is likely to become a heavier demand on the team.

10.3.4 Attendance Management

10.3.5 A strong focus remains on attendance management with the HR Delivery Team and line managers working closely together to address sickness absence.

10.3.6 Actions taken to date

10.3.7 A range of actions have been taken to address sickness absence across the Council. HR Business Partners are regularly taking reports to Directorate and Senior Management Teams which highlight those employees who have met triggers within the Attendance Management Procedure and ensuring that appropriate steps are taken to address this.

10.3.8 Absence management training has been rolled out at a corporate level and HR has also delivered targeted training both individual managers and management teams as appropriate and increased use has been made of case reviews involving managers, HR and Occupational Health Physicians, particularly in more difficult and complex cases.

10.3.9 An additional Occupational Health (OHU) clinic is being offered at Macclesfield Town Hall on a monthly basis to make appointments more easily accessible to employees based in the North of the Borough and two new OHU Advisers have been appointed by the Shared Service so that expert help and guidance is received as quickly as possible.,

10.3.10 A range of Health and Wellbeing events have been organised across the Council in order to promote a healthy lifestyle, raise awareness of important health issues and provide further support for staff. These are organised at no cost to the Council and have involved local companies, volunteers and partner organisations. They are proving very popular with staff and we hope to continue them.

10.3.11 Future actions

10.3.12 Automated email alerts notifying a manager when an employee has hit an absence trigger are due to be rolled out in November. These alerts will equip managers with additional tools to take further action in a timely way and in line with the Attendance Management Policy.

10.3.13 HR continues to work closely with our Occupational Health Service to identify pro-active health promotion strategies including stress management and improved ways of working such as manual handling training, to help reduce musculo-skeletal problems.

10.3.14 Employee Assistance Programme

10.3.15 One of the measures that could be adopted in order to proactively manage sickness absence and provide an alternative, cost effective counselling and support service for staff, would be to introduce an Employee Assistance Programme. Many organisations find that if their employees are referred for help/advice and counselling at an earlier stage, they are far less likely to have an extended period of absence and more likely to be able to control their individual stress levels.

10.3.16 Quotations from EAP providers indicate that the cost of the service would be in the region of £40,000 - £45,000, dependent upon what the scheme offers and the scope of employees covered by it. These costs exclude schools staff, however, schools could be offered the opportunity to buy back the service at a charge to the school should they so wish.

10.3.17 Further work will be undertaken to explore how an EAP could be funded.

10.3.18 Redeployment

10.3.19 Redeployment remains a key strategy to avoiding costly redundancies, retaining valuable skills and experience, and demonstrating that the Council values its employees and considers maintaining employment to be one of its priorities. Since April 2012, a further 58 people have been successfully redeployed, taking the total number redeployed to date to 409 since September 2009.

10.3.20 Employee Resourcing

10.3.21 The HR Team undertook a lean review of recruitment during this quarter which resulted in a number of recommended changes to enable the process to become quicker and more efficient. An Action Plan is now in place with the majority of the recommendations expected to be in place by the start of quarter four.

10.3.22 Further improvements will be achieved through the implementation of an i-recruitment module in Oracle (the Council's HR Management Information System). This will enable on-line applications, the creation of "talent pools" and more automated communication between applicants and line managers.

10.4 HR POLICY & STRATEGY

10.4.1 Equality and Diversity – Mandatory Training

10.4.2 In order to improve understanding in this area, mandatory half day Equality and Decision Making courses for managers involved in budget and policy decisions, have been set up which will take place during November and early December. The aim of this facilitator led training is to equip managers with the knowledge and confidence to ensure equality of opportunity is embedded in all decision making.

10.4.3 There have been changes to legislation, with the Equality Act 2010 providing a single legal framework for equalities. In addition, recent cases have resulted in Local Authorities becoming increasingly vulnerable to challenge in relation to budget decisions made. Therefore it is important that managers are aware of their responsibilities and obligations.

10.4.4 Agency Workers

10.4.5 The contract for the supply of agency workers was re-let in April 2012. The Council appointed Comensura as a neutral vendor to manage a supply chain of a wide range of recruitment agencies. Comensura has built a comprehensive list of suppliers and the Council now has 76 agencies that are able to supply to Cheshire East. These include national organisations as well as many local agencies

10.4.6 The contract is managed by HR and monthly management information is produced and reviewed. Managers and Finance Officers have the ability to run regular reports on their agency use via Comensura's online system – CNet.

10.4.7 Since the introduction of the new arrangements virtually all off contract spend has been eliminated and all new requirements for agency workers are being dealt with via the Comensura contract. The contract has also resulted in reductions in agency fees by approximately £70,000 since the 1st April 2012.

10.4.8 Over the coming months the Council will undertake a benchmarking exercise with Comensura to ensure that pay rates continue to be in line with the market and to investigate any further opportunities for savings.

10.4.9 Employee Benefits

10.4.10 The Council's salary sacrifice schemes for cars, child care vouchers and cycles continue to grow in popularity. It is anticipated that new schemes for computers and car parking will be consulted on and developed during 2013. As well as providing attractive benefits to employees these schemes provide savings for the Council as a result of reductions in Employer National Insurance Contributions.

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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APPENDIX 1

**TOTAL RIDDOR ACCIDENTS / INCIDENTS BY DIRECTORATE AND LOCATION
QUARTER 1 (01.04.12 – 30.06.12)**

BUSINESS	SITE	TOTAL
ADULTS COMMUNITY HEALTH AND WELLBEING	4a East Terrace	1
	Carter House Day Centre	1
	Crewe Swimming Pool	1
	Knutsford Library	1
	Lyceum Theatre	1
	Macclesfield Leisure Centre	1
	Macon House Day Centre	1
	Middlewich Civic Hall	1
Sub Total		8
CHILDREN AND FAMILIES – NON-SCHOOLS	113 Broad Street, Crewe	2
	Underwood West Childrens Centre	1
Sub Total		3
CHILDREN AND FAMILIES – SCHOOLS	Adelaide Special School	1
	Eaton Bank School	2
	Gawsworth Primary School	1
	Haslington Primary School	1
	Kings Grove School	2
	Malbank School and Sixth Form College	1
	Parkroyal Community School	1
	Pear Tree Primary School	1
	Springfield Special School	1
	St Benedicts Catholic Primary School	1
	The Berkeley Primary School, Wistaston	1
	The Dingle Primary School	1
	The Quinta Primary School	2
	Wilmslow High School	1
Wistaston Green Primary and Nursery School	1	
Wyche Primary School	1	
Sub Total		19
PLACES	West Park Workshop and Garages	1
Sub Total		1
TOTAL		31

APPENDIX 2

**TOTAL RIDDOR ACCIDENTS / INCIDENTS REPORTED BY DIRECTORATE
AND ACCIDENT TYPE QUARTER 1 (01.04.12 – 30.06.12)**

	CHILDREN, FAMILIES & ADULTS		CORPORATE SUPPORT SERVICES	PLACES & OC	TOTALS
	Adults	Children and Families			
Assaulted by a Person	0	1	0	0	1
Contact with Hot Liquids	0	1	0	0	1
Contact with moving Machinery / Materials	0	0	0	0	0
Contact with Harmful Substances	0	2	0	0	2
Contact with Needles or Sharps	0	0	0	0	0
Fall from Height	3	0	0	0	3
Hit By Moving Vehicle	0	0	0	0	0
Hit by Moving / Flying / Falling Object	2	4	0	0	6
Hit by Something Fixed or Stationary	0	2	0	0	2
Horseplay	0	0	0	0	0
Ill Health	0	0	0	0	0
Injured whilst Lifting Handling or Carrying	1	1	0	0	2
Slipped / Tripped or Fell on Same Level	1	5	0	1	7
Sports Injury	1	5	0	0	6
Unknown Cause	0	1	0	0	1
	8	22	0	1	31