

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 28 April 2015
Report of: Phil Badley, Interim Head of HR & OD
Subject/Title: HR and Organisational Development

1.0 Report Summary

1.1 To update the Committee on progress with Human Resource (HR) and Organisational Development (OD) items.

2.0 Recommendation

2.1 To note the report.

3.0 Reasons for Recommendations

3.1 To ensure Members are kept up to date with HR and OD developments and that the newly adopted 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 risks identified as a result of this update report. Risks relating to specific issues will be dealt with separately.

7.0 Financial Implications

7.1 No direct implications arising from this report.

8.0 Legal Implications

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 Organisational Development

10.1 Workforce strategy

Staffing Committee was briefed in January that work would commence to develop the Councils Workforce Strategy, priorities and work plan to achieve the following broad outcomes:

- We have an agile, multi-skilled, engaged and high performing workforce able to respond to the challenges and opportunities ahead.
- Where appropriate we attract and retain the best people from all sectors of the community to work for the Council.
- Share and deploy available resources across the Council in the best way to ensure priorities are achieved.

Work on developing the Workforce Strategy and plan to achieve these outcomes is underway following initial consultation with a range of key stakeholders which has identified six interlocking themes – culture and values, organisational design, leadership and management, building capability and capacity, resourcing and talent, reward and recognition. A further update will be given at the next meeting of the Committee.

10.2 Transparency Code 2014

The Department for Communities and Local Government issued the Local Government Transparency Code 2014 in October last year. This code places a requirement on all Councils to prepare and publish a range of factual data on which policy decisions are based and on which public services are assessed or which is collected or generated in the course of public service delivery. The Chief Operating Officer has instigated a project to address the requirements of the code. The HR elements of the code, which are consistent with the Council's Pay Policy Statement and with the Statement of Accounts, are detailed below. The information will shortly be published through the Councils website to meet four sections of the code:

- **Organisation Chart** - authorities must publish an organisation chart covering the top three management tiers of the organisation
- **Senior Salaries** - as well as the data required to be published under the Accounts and Audit Regulations 2011 (Statement of Accounts data) the code now also requires a summary of responsibilities for each post and remuneration for employees whose salary exceeds £50,000.
- **Pay Multiple** - this information is already included in the Councils Pay Policy Statement and will be updated to provide the ratio between the highest paid and the median earnings figure of the authority's workforce.
- **Trade Union Facility Time** – to include the number of staff who are union representatives, names of trade unions represented and an estimate of spending on unions.

11.0 HR Policies and Processes

11.1 Shared Parental Leave

Staffing Committee was previously advised of the Shared Parental Leave regulations which came into force on 1st December 2014 and apply to children expected to be born or placed for adoption on or after 5th April 2015. This allows the parents of the child to share a mother's remaining maternity leave or adoption leave, and pay between them. A Shared Parental Leave Procedure has been developed, based on the regulations, ensuring that the Council meets its statutory obligations and is available on the Centranet.

11.2 Living Wage

The Council has made a commitment to adopt the Living Wage for directly employed staff in the autumn and will encourage its adoption by maintained schools and contractors. An implementation plan is currently under development to achieve the Council's commitment and consultation with the unions started in March 2015.

11.3 Absence

Following the update report on attendance at the last Committee it was agreed to arrange a special meeting of the Committee to discuss sickness absence. As a result of a further discussion with the Chairman it was agreed to defer the date of the meeting to enable a review of the full years data. It is suggested that this item form the basis of a report to the July Committee. In the meantime updated information is provided at Appendices 1 and 2.

12.0 Voluntary Redundancies

12.1 The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council's Three Year Plan. The effective use of voluntary redundancy in this way enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority and minimises the prospect of compulsory redundancy.

12.2 Two people have left the Council under voluntary redundancy terms in Quarter 4. The total severance cost, for both employees was £77,000, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £400,000 (which is the combined accumulated costs of the deleted posts).

12.3 A total of thirty staff have left under voluntary redundancy in the 2014/15 financial year

13.0 Workforce Development and Apprentices

13.1 Towards Excellence Training Programme

Over 200 blended learning sessions have been provided to ensure employer responsibilities are met, including all statutory requirements (Fire, Health and

Safety, Equality and Diversity) and mandatory requirements (data protection, safeguarding and risk management). This provision continues for all Council employees, ASDVs and Private, Voluntary and Independent (PVI) sector (4000 + delegates).

Adult Social Care is subject to the biggest change in social care law following the Care Act coming into effect from 1st April. In order to make sure our staff and providers are legally compliant, a training programme has been implemented. A staff launch event was held in January for all adult social care staff. Following this, 800 training manuals and additional learning material were developed by the Workforce Development team and rolled out through the delivery of over 30 separate training sessions since January for all staff and providers to access. A new e-learning package for the Care Act, that will be accessible to all staff and commissioned providers, has also been launched.

The Workforce Development team is developing excellent business links with all areas of the Council to help them identify where they are on their journey to excellence, helping them to understand where they would like to be and how the team can enable them to get there. This involves continually working to identify areas for improvement and adopting a structured approach to improve the lives of Residents in Cheshire East with an on-going programme of training for all staff to meet their statutory obligations.

13.2 Virtual College

The delivery of City and Guilds accredited vocational courses in Health and Social Care, Business Administration and ATE (Adult Teaching) continues to support mainly Adult Services with Level 2, 3 and 4 qualifications (200 delegates). The E-Learning platform hosts Health & Social Care SCILs and EILs distance learning programmes.

13.3 Management Institute of Excellence

The Workforce Development team supports staff to achieve nationally recognised qualifications. Four cohorts are studying for Institute of Leadership and Management (ILM) nationally recognised qualifications including level 3 for “Aspiring” and newly appointed managers, level 5 for experienced managers and a **Leading Ladies** cohort to promote specific management roles for women and highlight equal opportunities within the Council. Liaison with MMU enhances the qualification with specific Children Social Care Management requirements (150 delegates). A Business Breakfast programme has been delivered for managers in conjunction with NW Employers. A Business management programme of workshops and networking events is available to all Council managers looking to improve commercial and enterprise skills.

13.4 Professional Development Academy

Undergraduate students are supported in statutory practical experience during their university course / study. Internship opportunities are provided for

university graduates seeking long term employment and all graduate employees receive support in their first Council role.

The Workforce Development team is addressing all regulatory professional body requirements for social workers, Approved Mental Health Practitioners (AMHP), occupational therapists and educational psychologists. This involves designing accredited workshops and conferences in conjunction with principal managers. England's Chief Social Worker visited the workshops and selected them for inclusion in her annual address.

A skills audit of officers working within services of the Chief Operating Officer has been completed with an 81% return. Responses are being collated to inform professional development and upskilling of staff.

13.5 Apprentices & Work Experience Programme

The Council is providing 200+ work experience sessions for young adults and school children and arranging apprenticeship pathways for school and college leavers into employment. In addition the Council has introduced Higher Apprenticeships in Finance and Social Media and proposes to introduce Higher Apprenticeships in Legal Services and HR. This initiative is supporting the government's policy to grow and progress higher apprenticeships throughout the UK.

Workforce Development is part of the government's trailblazing programme to introduce employer standards across apprenticeship frameworks. The current cohort of Apprentices is 56 (17 of which are within ASDVs), with two vacancies being advertised and/or in the recruitment process. With effect from 1st April, all Apprentices will be in receipt of age appropriate minimum wage to attract high calibre young people.

Workforce development worked with the National Apprenticeship Service and developed an Apprenticeship Job and Careers Fair event in March that attracted over 600 attendees. As an employer, CEC has signed up to The Crewe Pledge, an initiative that brings together businesses, schools, FE and HE institutions with the aim of providing every young person living, studying or working in Crewe with the opportunity to develop employability related skills.

14.0 Education HR Consultancy

14.1 The Education HR Consultancy Team has delivered six Accredited Safer Recruitment Training Courses to 111 delegates that have included staff and governors. The training has been very well received and feedback has been very positive. Demand has meant that a further 2 courses will be delivered in May and June. In addition the team have been commissioned to run 5 bespoke courses for clusters of schools for 65 delegates.

14.2 The team have also delivered seven additional bespoke training courses which have covered a range of HR topics for individual and groups of schools. The team have provided Recruitment and Selection Support for Senior Leadership posts within a number of schools and academies.

14.3 A new Leave of Absence Policy has been developed and is currently with trade unions for consultation. A new Parental Leave Policy was published in February for adoption by Governing Bodies and the team have also produced some Frequently Asked Questions to support school and academy customers in relation to Disqualification by Association.

14.4 The team have supported numerous schools and academies with restructures, redundancy and other casework during the period.

15.0 HR Performance Data

Headcount/FTE by Directorate:

Quarter 4 2014-15 (Jan-Feb-Mar 2015)

Directorate/Service (excludes ASDVs and Schools)	Jan-15		Feb-15		Mar-15	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Public Health	21	18.3	22	19.3	22	19.3
Media (Communications and PR)	9	9.0	8	8.0	8	8.0
Strategic Commissioning	2855	2062.7	2850	2060.7	2845	2053.2
Adults Social Care & Independent Living	1159	875.7	1160	879.0	1148	871.3
Children's Services	1164	742.5	1156	736.6	1169	742.1
Commissioning and Client Support	26	24.8	26	24.8	27	25.8
Communities	504	417.7	506	418.3	500	413.0
Chief Operating Officer	606	489.8	605	491.5	604	489.8
Commissioning	51	46.6	53	49.0	52	47.2
Corporate Resources and Stewardship	334	261.6	329	258.6	317	254.2
Democratic Services and Governance	86	57.3	86	57.4	92	57.1
Legal Services	39	34.7	39	34.7	38	33.7
People and OD	58	51.7	60	53.7	60	53.7
Apprentices	37	37.0	37	37.0	44	43.0
Economic Growth & Prosperity	413	329.9	411	328.5	407	325.3
Assets	29	28.0	29	28.0	29	28.0
Investment	90	81.7	89	80.8	88	79.8
Strategic and Economic Planning	116	105.8	115	105.0	109	100.1
Strategic Infrastructure	10	10.0	9	9.0	10	9.5
Visitor Economy, Culture and Tatton Park	166	102.5	165	102.0	166	103.2
Cheshire East Council Total	3893*	2910.8	3885*	2909.0	3875*	2896.6

*: Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure. Includes PATROL. **Note:** within table 1A the Chief Executive has not been included in any of the Directorate/Service information, but is counted in the overall Cheshire East Council headcount and FTE figures.

Quarter 4 2013-14 (Jan-Feb-Mar 2014)

Directorate	Jan-14		Feb-14		Mar-14	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Places & Organisational Capacity	1901	1400.9	1890	1391.5	1869	1380.1
Adults Services (<i>inc. public health</i>)	1299	993.5	1293	988.6	1304	995.6
Children & Families	1118	765.1	1114	763.0	1104	754.3
Finance & Business Services	249	230.7	248	229.8	246	227.9
Shared Services	120	112.6	118	110.6	113	107.0
Legal & Democratic	119	80.2	116	79.2	120	79.3
Apprentices & Graduates	51	49.0	49	47.0	47	45.0
HR & OD	49	42.9	48	42.3	48	42.3
Cheshire East Council Total	4883*	3675.0	4853*	3652.1	4828*	3,631.4

*: Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure.

The new Oracle HR Organisation Structure was implemented within Oracle in September 2014, as a result the FTE/Headcount and Absence figures presented are no longer directly comparable between financial years; the FTE by Directorate information for 2013-14 is presented in the old Directorate/Service groups, whilst the 2014-15 information is presented in the new Directorate/Service groupings.

Headcount/FTE trend (whole council – excluding schools and casuals):

Date	Headcount	% change from previous year	FTE	% change from previous year
30 Apr 2009	6,522	n/a	4891.5	n/a
30 Apr 2010	6,155	-5.63	4582.8	-6.31
30 Apr 2011	5,860	-4.79	4385.4	-4.31
30 Apr 2012	5,449	-7.01	4080.2	-6.96
30 Apr 2013	5,103	-6.35	3880.7	-4.89
30 Apr 2014	4,403	-13.72	3232.7	-16.70
Date	Headcount	% change from previous month	FTE	% change from previous month
31 May 2014	3,960	-10.06	2951.8	-8.69
30 Jun 2014	3,960	0.00	2952.5	0.02
31 Jul 2014	3,960	0.00	2957.2	0.16
31 Aug 2014	3,976	0.40	2965.9	0.29
30 Sep 2014	4,011	0.88	2954.5	-0.38
31 Oct 2014	4,014	0.07	2956.2	0.06
30 Nov 2014	4,011	-0.07	2950.5	-0.19
31 Dec 2014	4,010	-0.02	2958.4	0.27
31 Jan 2015	3,893	-2.92	2910.8	-1.61
28 Feb 2015	3,885	-0.21	2909.0	-0.06
31 Mar 2015	3,875	-0.26	2896.6	-0.43

NB On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (24 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100 FTE) TUPE transferred to CoSocius. On 1st January 2015, 71 employees (31 FTE) TUPE transferred to TSSL; a number of Cleaners also TUPE

transferred to schools/Academies/private companies on 1st January 2015. On 31st March 2015, 44 employees TUPE transferred to Civicance.

Between April 2009 and March 2015 the overall Cheshire East Council employee headcount has reduced by 41% and the overall number of FTE Cheshire East Council employees has decreased by 41 %. Between April 2014 and March 2015 the overall Cheshire East Council employee headcount has reduced by 12%, and the overall number of FTE Cheshire East Council employees decreased by 10% over the same period.

Leavers during Quarter 4 2014-15 (Jan-Feb-Mar 2015):

Reason for leaving	Headcount of leavers	FTE
Resignation	67	44
TUPE Transfer	65	46
Retirement (<i>including Normal Retirement - 60/65, Retirement - Efficiency, Early Retirement - 85 Rule, Ill Health Retirement with Benefits</i>)	15	11.00
End of Fixed Term/Contract without Benefits	4	0.00
Voluntary Redundancy	3	3.00
Mutual Termination	2	1.00
Capability	1	1.00
Unsatisfactory Probation	1	1.00
Deceased	1	1.00
Disciplinary	1	1.00
Total	160	109

Excluding TUPE transfer staff, the Cheshire East turnover between January and March 2015 (only) was (95 leavers divided by 3884 (average) headcount) was 2.4%. 42% of all leavers during Q4 in 2014-15 left following resignations, 41% through TUPE transfers and 9% following retirements. **Please note:** these figures reflect reasons for leaving entered by managers into the Oracle employee database.

Working days lost due to sickness absence:

Figures for absence reflect (*calculated*) days lost to sickness absence per FTE employee).

Cumulative Absence – year to date figures:

	Jan	Feb	Mar
Q4 2014/15	10.05	10.90	11.97
Q4 2013/14	9.53	10.53	11.33

Whole Council excluding Schools – year to date cumulative absence; figures show cumulative calculated days lost to sickness absence per FTE employee

Absence within month – year to date figures:

	Jan	Feb	Mar
Q4 2014/15	1.27	1.05	1.09
Q4 2013/14	1.27	1.14	1.11

Whole Council excluding Schools – year to date cumulative absence; figures show cumulative calculated days lost to sickness absence per FTE employee

Though absence levels within individual months during quarter 4 of 2014/15 were **slightly** lower than the same months in 2013/14, the cumulative average days lost to sickness, per FTE employee, overall during 2014-15 was higher (11.97 days) than the previous financial year (11.33 days).

HR Casework

Summary of formal case work figures for January – March 2015.

	Capability	Disciplinary	Grievance	DAW	ET
Ongoing cases in progress from previous quarter	2	3	3	1	0
New cases opened this quarter and in progress		5			0
Cases closed this quarter		6	2	2	0

Notes: Capability – as managers may start this process independently HR may not have every case recorded, unless there are complexities/sensitivities.

16. Access to Information

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

Name: Phil Badley
 Designation: Interim Head of HR & OD
 Tel No: 01270 686328
 Email: phil.badley@cheshireeast.gov.uk

Appendix 1 - Update on Attendance

1. The average number of days lost per employee in Cheshire East Council was 11.97 as at the end of March 2015, which is a slightly higher level than in the previous year.

Table 1

	2011/12	2012/13	2013/2014	2014/15
Days absence per employee (excluding schools)	11.67	12.03	11.33	11.97

2. Line managers continue to lead on managing attendance and in order to support them HR prepared an action plan (Appendix 3) for 2014/2015. Although some of the planned action will be carried forward to 15/16 much has been delivered, in particular an increased number of training sessions in 2014/2015. Twelve training sessions were run and supervisors and managers in Adults and Childrens were offered specific sessions.
3. It was striking last year that stress was the most commonly recorded reason for absence. In the light of this a Stress and Resilience Task Force was set up, chaired by Brenda Smith, Director of Adult Social Care and Independent Living. The group consists of a range of staff from a number of different services and UNISON. Its terms of reference were to;
 - Review and promote the approach of CEC to being a healthy work-place.
 - Review the approach of CEC to developing resilience in the organisation
 - Review the approach and resources available to managers and staff to identify and manage stress
 - Make recommendations on actions to supplement the action plan approved by Informal Cabinet
 - Make any further recommendations for this and future years.

Outcomes sought were that;

- Staff feel supported to feel healthy and well.
 - The levels of absence attributed to stress will reduce.
 - The Council will save money as a result of the above.
 - A set of recommendations form a programme for a healthy work-place.
4. So far the Task Group has;
 - Prepared a set of guidance documents on managing stress. These are written in an informal style to complement the Council's formal strategy and to signpost managers and staff to a wide variety of materials which they may find helpful;

- Supported the development of a Calendar of Wellbeing Activities for the 2015/2016 year, as shown below.
 - Ensured that Team Talk has promoted wellbeing e.g. Mike Suarez's Top Tips on stress
 - Commissioned North West Employers to run a workshop in May 2015. If successful this will be followed by further workshops. The facilitator is Rene Barrett who has run similar events for other Local Authorities and for Cheshire East Headteachers. The feedback on these has been positive and the Task Group has held discussions with her to inform their approach.
5. The Workforce Development team is represented on the Group and in addition to full day courses on managing stress, has run a number of Breakfast seminars on business topics, including the topic of resilience.
 6. The Task Group is taking the approach that developing resilience is a critical business issue which needs to be addressed from the three angles of the organisation, managers and individual staff. Pressures will always exist at work and in personal lives, and employers can help to create a work environment where pressure is managed appropriately and there is less likelihood of staff going off sick. The pace of change is likely to continue in the Council, as in the rest of the public sector and it is vital to support staff during such change. Managers will be helped to encourage a strong culture of team-work, with a clear focus on the right priorities, and well designed job-roles. Individuals will be offered support to help build their approach to managing strain. Enabling everyone to work well and productively is good for the residents of Cheshire East as the Council continues on its journey of doing more with less and finding creative new approaches to the delivery of effective services.
 7. The programme of wellbeing activities (shown below) will be promoted throughout the 2015/2016 year. This forms the basis of an early intervention approach to attendance. Many long term absences cannot be prevented as they are due to illnesses such as cancer or stroke, or involve lengthy testing before diagnosis and treatment. However if the Council emphasises wellbeing, promotes a climate of resilience, and continues making counselling available swiftly through the Employee Assistance Programme, it is possible that shorter-term absence and stress-related absence will fall. It is intended the focus on wellbeing is strengthened throughout 2015/2016.

Wellbeing and Resilience Programme 15/16

<u>Month</u>	<u>National event and date</u>	<u>Workplace event</u>	<u>Comments</u>
April	6.4.15 World Health Day	Eight places reserved for CEC staff at a workshop on Resilience run by East Cheshire NHS Trust	
May	National Walking Month	Walking will be promoted in Team Talk Pilot Resilience Workshop will be run by Rene Barrett	If workshop is well received further four planned
	Mental Health Awareness Week 11-17 th May	Three lunchtime sessions on Resilience to be run by The Hope Street Centre 5-18 May	An event in each of Sandbach, Crewe and Macclesfield. Plus three staff to be trained as Resilience Champions.
June	Male Cancer Awareness Month	Adult Learners Week with focus on developing resilience, including places for staff in Health and Social care at Manchester conference	Stress and Resilience Group to report on their work to CLB in May or June. Publish the Guidance written by the group.
July	24.7.15 Samaritans Awareness Day	Workplace wellbeing sessions	
August			
September	10.9.15 World Suicide Prevention Day	Workplace wellbeing sessions Top tips on resilience from a CLB member?	
October	10.10.15 World Mental Health Day	Workplace wellbeing sessions	
	Breast Cancer Awareness Month		
November	4.11.15 National Stress Awareness Day	Workplace wellbeing session	
December	Drink awareness		
January 2016	Dry January	Top tips on beating the January blues by Mike Suarez?	
February	Heart Month		
March	No Smoking Day		