

CHESHIRE EAST COUNCIL

REPORT TO: Staffing Committee

Date of Meeting:	7 January 2010
Report of:	Paul Bradshaw, Head of Human Resources & Organisational Development
Subject/Title:	HR Update
Portfolio Holder:	Cllr Keegan

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 for Transition Costs (Authorised by the Borough Treasurer)

7.1 No direct implications arising from this report.

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

8.1 No direct implications arising from this report.

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 No direct implications arising from this report.

10.0 Risk Management

10.1 No significant risks identified.

11.0 Background and Options

11.1 HEALTH & SAFETY

11.1.1 Corporate Health & Safety Forum

The Corporate Health & Safety Forum on 26 October 2009 was well attended and seven papers were presented for discussion and approval.

Approved outcomes / recommendations include:

- An amended consultation process (to facilitate Elected Member input via the Staffing Committee)
- Approval of the Corporate Health & Safety Plan 2009 – 2011
- Approval of the Corporate Health & Safety Training Programme 2009 – 2010 (see 3.0)
- Undertaking a trial of an Inspection Monitoring spreadsheet (as used successfully by a former Borough prior to Vesting Day)

The next meeting of the Forum will take place on 11 February 2010.

11.1.2 Draft Policies for Discussion

The following draft policies are attached for discussion:

- Display Screen Equipment (Appendix 1)
- First Aid (Appendix 2)
- Manual Handling (Appendix 3)
- Driving At Work (Appendix 4)
- Control of Noise At Work (Appendix 5)
- The Prevention and Management of Occupational Exposure to Blood, Body Fluids and Blood-Borne Viruses (Appendix 6)
- Minibus Policy (Appendix 7)

Committee members are invited to comment upon these draft policies prior to their continuation through the full consultation process.

11.1.3 Corporate Health & Safety Training Update

The Corporate Health & Safety Training Programme 2009-2010 is divided into two sections - covering corporate and departmental courses.

Although the exact budgetary position has not yet been reached, it is anticipated that courses will range between being delivered at no cost, minimal cost and some will have to be funded from Managers' own budgets. A small subsidy may be available for mandatory courses.

- **Corporate Courses**

These include Health & Safety Induction, Safety for Elected Members, Corporate Manslaughter, IOSH Managing Safely and CIEH / IOSH Basic Safety for Supervisors.

Although Corporate Induction sessions have not yet commenced, the Corporate Health & Safety Manager has requested that a regular time slot is made available for health & safety sessions.

The Chief Executive has asked that all Tier 1-3 Managers attend the four day IOSH Managing Safely course unless they have undertaken the course within the last 3 years. Similarly for Corporate Manslaughter Briefing. Both courses will be delivered by external providers.

Basic Safety for Supervisors will be delivered in accreditation with either IOSH or CIEH – depending upon licence arrangements.

A briefing session for Elected Members will focus upon their strategic role and health and safety responsibilities.

- **Departmental Courses**

A range of departmental courses available will be delivered either internally, through computer aided packages or via CEC's in-house first aid & manual handling training provider.

1,529 computer aided credits (on-line learning tools) are currently held by the CH&S Team. Managers will be offered a selection of modules available over a period of time which they can nominate their employees to complete. The system represents a flexible and cost effective way of improving health & safety knowledge.

11.1.4 Schools Business Support Agreement (SBSA) - Update

At the end of the Autumn Term, the total schools buy-back into the Health and Safety SBSA totalled 95%, comprising: 145 Primary Schools, 20 High Schools and 4 Special Schools.

During the Autumn term the Senior Health and Safety Adviser and the Consultants undertook a total of 40 Annual Safety and Risk Assessment Reviews (3 High schools, 1 Special School and 36 Primary Schools). With the exception of 1 High School which cancelled their review in this term, the Autumn programme was delivered in full.

The booking of the Spring term programme is underway and on schedule to deliver Annual Safety and Risk Assessment Reviews to 6 High Schools, 1 Special School and 42 Primary Schools.

Local Exhaust Ventilation (LEV) Testing will commence in the Spring Term with the employment of competent Consultants to undertake these (in the absence of in-house staff).

The draft SBSA for the academic years 2010 – 2011 has been completed. An overall 5% increase on the previous year's costs has been set. This is due to:

- the increase in Professional Indemnity Insurance premium for the Health and Safety service to be provided to none Local Authority schools (which was not included in previously years)
- foreseeable increases to future Consultancy fees, as the provision is to be offered for tender before delivery of next year's service

There are currently investigations into the provision of Radiation Protection Advice to schools, as the provision available via Cheshire County Council was lost during the LGR process. Schools may be able obtain this advice via a mix of Local Authority staff and CLEAPSS RPA (Radiation Protection Adviser) contracts.

11.1.5 Dangerous Persons Database - Progress

Preparations are underway for the development of a corporate Dangerous Persons Database. It is likely that this will be maintained by large service group.

To assist this process the Corporate Health & Safety Team will be developing a Lone Working Policy – and later, a Dangerous Persons Policy (which will reflect the final database arrangements).

11.1.6 Corporate Wide Health & Safety Audit Programme

Norton Waugh Audit software will be used to undertake a three year corporate wide Health & Safety Audit Programme. Two members of the Corporate Health & Safety Team have prior experience of working with the package.

Question sets will be modified and so that they address service specific activities and risk areas.

A pilot will be undertaken within Human Resources & Organisational Development Services during January 2010 – to address any software and document problems, prior to launching the corporate programme in April 2010 (NB: this may be brought forward if the pilot is immediately successful).

It is anticipated that the programme should reach completion by March 2013 – after which consideration will be given to applying for accreditation via OHSAS18001.

11.2 ORGANISATIONAL DEVELOPMENT

11.2.1 Investors in People (IiP)

Ahead of an authority-wide IiP review in May / June, two mini-reviews are planned for January and March where our internal review team will meet staff to explore employee development and management practices across the Directorates. These reviews will help us to understand how well we currently meet the Investor in People standards and to take appropriate actions.

11.2.2 Employee Opinion Survey

The full results of the authority's first Employee Opinion Survey, undertaken by Ipsos Mori, are now available. The Council was pleased with the good response rate to the survey, which was in line with what mature authorities would expect. The responses have enabled us to gain an understanding of how staff are feeling, and helped managers to identify the concerns of staff. The Council has also been able to establish the factors which will help to build staff engagement. A short verbal update will be provided at Staffing Committee meeting.

11.2.3 Employee Support

A support package has been developed for staff who are seeking re-deployment or voluntary redundancy. A range of tools, workshops and seminars covering areas such as self development, financial planning, self marketing and external advice will be available for staff from January.

11.2.4 Apprenticeships

Apprenticeships are seen as a proven method of unlocking talent within local communities and ensuring workforces are equipped with the skills needed for today and tomorrow. Work is now underway to develop an Apprenticeship scheme for Cheshire East to attract young people into the workforce which will be launched in the spring.

The Council being a local authority, large employer and a corporate parent, has a clear role in co-ordinating efforts to address worklessness across the borough and also supporting Cheshire East's population of young people who are currently not in education, employment or training (NEET), which will contribute towards our local area agreement targets.

11.3 ORGANISATIONAL TRANSFORMATION

11.3.1 Transformation Programme

Work across Directorates continues on the big 6 transformation programmes which continue to be supported by the Organisational Change Team. These key programmes of work are summarised as:

- Closer to customers
- Partnerships and Shared Services
- Children and Adults
- Health and Wellbeing
- Total Transport
- Enabler and Assets

11.3.2 Lean Education

A programme of "Lean" systems thinking training is currently being rolled out for managers working in partnership with Professor Paul Walley from the Warwick Business School. The aim of the training is to help managers understand better the principles of Lean and to identify opportunities for improvement in their areas. A group of Lean practitioners have also been trained to support, champion and take forward specific continuous improvement initiatives. Linked to this Professor Walley is also providing valuable "critical friend" support to the work on transformation and building a culture of continuous improvement.

11.4 KLOE 3.3 UPDATE

11.4.1 The Audit Commission has confirmed that the Use of Resources (UoR) assessment to be undertaken at Councils in 2009/10 as part of the CAA will be significantly different to the previous approach as it will focus on outcomes achieved. A new Key Line of Enquiry (KLOE) has also been introduced:

KLOE 3.3

Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

The detail of KLOE 3.3 considers whether the organisation:

- has a productive and skilled workforce,
- whether it effectively workforce plans,
- whether it engages and supports staff in organisational change; and
- whether it has policies which support diversity and good people management.

There is a four level scoring system. Levels 2 and 3 will be broad descriptions of 'getting the basics right' and 'performing well' respectively. Scores of 4 will be reserved for excellence and genuine leading edge performance whilst level 1 represents a failure to meet the minimum requirements at level 2.

The Corporate HR team have used the criteria set out by the Audit Commission to assess how well CEC will perform against the criteria in KLOE 3.3 and has identified the main evidence that the Council will need to provide.

During January the Audit Commission is coming in to interview senior officers about each KLOE. They will focus on outcomes achieve so far and whether we have robust plans in place to deliver against the KLOE before the end of March 2010. Based on our self-assessment, development areas were identified and an action plan has been developed to address these as a matter of priority.

11.5 CHESHIRE EAST PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY

11.5.1 The Corporate HR team is developing the first People and Organisational Development Strategy for Cheshire East Council (draft attached at Appendix 8). The Strategy is intended to enable the Council to realise its vision, support the achievement of its Corporate Priorities and enable it to continue to improve and transform through its people.

11.5.2 Principles of the Strategy

3 key principles underpin the Strategy:

The 4 C's – customers, costs, culture and to enable cross cutting issues to be supported through cross-cutting working;

Engaging our People – an engaged workforce will be essential to improve both what we do – and how we do it.

Learning and continuous improvement – to learn from what we do and share this with others.

11.5.3 A Whole System Approach

A major importance to any strategy and indeed a necessity for deriving the maximum benefit from it is to identify the interconnections. These are represented graphically in **Section 3**, on **page 11** of the Strategy.

11.5.4 Strategic Themes.

The strategy sets out our priorities and actions in six thematic areas

1. Organisational **STYLE** - focusing on our style through developing leadership at all levels and building high performance teams and culture.
2. Organisational **STRATEGY** - focusing on our strategy through developing our strategic effectiveness in 'growing' future capacity.
3. Workforce **SKILLS** - focusing on our skills through developing our workforce for change and improvement.
4. **SYSTEMS** for improving - focusing on our systems through developing those which support organisational development, growth and improvement.
5. Developing our **STRUCTURES** – focusing on our structures through developing mechanisms, support programmes and working with others to provide advice which enables structural change for improvement.
6. Supporting and engaging our **STAFF** - focussing on our staff through developing, improving, learning from and engaging with our workforce.

The strategy is also clearly aligned to the **ASPIRE** shared values, which ensures that our programmes and activities continue to embed these values and develop our culture around them.

Headline projects and programmes within each of the key themes above are identified on pages 12 - 15 of the Strategy and expected key outcomes from within each theme are contained within the table on

pages 17 – 19. The action plan attached identifies the proposed priorities for Year 1 including outcomes and associated milestones.

11.5.5 Launching the strategy

We will be consulting with Members, CMT, managers, employees and trade unions over the coming weeks to help us refine the strategy and ensure that we prioritise and place emphasis on those actions which will achieve the most relevant outcomes. The strategy will then be ready for launch at the end of January 2010.

Our launch will include road shows in the main Council buildings, employee flyers with an overview of the strategy and articles in Team Brief and Team Talk.

11.5.6 Reporting Progress

As mentioned above, the action plan for this strategy will form the basis of the HR and OD service plan and will be reviewed annually in line with service planning arrangements. The first action plan will run from January 2010 – March 2011. We will then align the action plan with the business planning cycle. The strategy will be 'outcome' focused and we will use a traffic lighting system to project manage the action plans. We will also report bi-annually to Members and CMT on the progress of the People and OD Strategy action plans.

12.0 Overview of Year One and Term One Issues

- 12.1 HR support, (including that outlined above), will help the Council through its Services to meet its aims and objectives.

13.0 Access to Information

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

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