

Staffing Committee

Date of Meeting: 26 April 2018

Report Title: HR and Health and Safety - Q4 Update Report

Portfolio Holder: Cllr Paul Findlow, Portfolio Holder for Corporate Policy and Legal Services

Senior Officer: Sara Barker, Head of Strategic HR

1. Report Summary

- 1.1 To update the Committee on progress with the Council's People Plan 2017/18 as at the end of quarter four, to include Health and Safety, Human Resource (HR) and Organisational Development (OD) items.
- 1.2 The purpose of the report is to ensure Members are kept up to date with HR and OD developments and that the Committee's Terms of Reference are followed.

2. Recommendation

- 2.1 To note the report and receive feedback.

3. 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. Other Options Considered

- 4.1 Not applicable.

5. Background

- 5.1 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.
 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.
- 5.2 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 and outlines the priorities which will be focused on to achieve each objective. Staffing Committee Members are asked to note progress at the end of quarter four in delivering the People Plan for 2017/18 and to provide any feedback.

6 HR POLICY REVIEW

- 6.1 Work on the revised policies for Grievance, Dignity at Work and Disciplinary has now been completed and agreed by the Portfolio Holder following consultation with the trade unions and a private session of the Staffing Committee. Work is continuing to develop E Learning, Face to Face Training and enhance the guidance, toolkits and standard letters/documentation. The three policies are to be launched by 30th April 2018 and an initial communication through Team Voice was sent to staff on the 14th March 2018. Further communication will go out prior to launch which will include further information and details about training. HR Delivery staff will be briefing Directorate Management Team's and other Management Teams prior to launch. The next phase of work will focus on Sickness Absence, Organisational Change, Capability and Leaving the Council and this next phase of the review is expected to be concluded by the end of June 2018.

- 6.2 E Learning Training Modules in respect of Dignity at Work will be mandatory for all staff and e-learning to support Grievance and Disciplinary policies will be mandatory for all supervisors and managers.

7. MUTUALLY AGREED RESIGNATION SCHEME

- 7.1 The Mutually Agreed Resignation Scheme (MARS) policy was approved by Cabinet in February 2018.
- 7.2 MARS is a scheme which will help the Council to meet it's financial challenges including management costs and workforce reductions, service redesign, and other efficiency needs. The scheme forms part of a suite of policies and procedures that allow staff to exit the organisation. However, it is not linked to statutory schemes such as redundancy or the Local Government Pension regulations.
- 7.3 The window for applications from interested staff opened on 19 March 2018 and closed on 16 April 2018. There have been communications to inform employees about the Scheme and to answer queries to enable them to make an informed choice about submitting an application. These communications include a dedicated MARS page on the Centranet, articles in Team Voice and drop-in sessions across the Borough.
- 7.4 94 applications have been received from employees across the organisation. After the application window closes, managers will produce business cases to demonstrate the likely service impact which will form part of the decision making process. Employees will be notified of the outcome of their applications by 31st May 2018. Successful applicants will leave their employment with the Council on 30 June 2018.

8. NJC PAY AWARD UPDATE

- 8.1 Local Government national pay negotiations for 2018/19 and 2019/20 have concluded and agreement has been reached with the trade unions. Agreement has been reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from **1 April 2018** and **1 April 2019**. UNISON and GMB both voted to accept whilst Unite voted to reject. However, in line with the Constitution of the NJC, Unite accepts the collective majority decision of the other unions that the pay award should now be implemented.
- 8.2 The pay award is outlined as follows:

Year 1 (2018/19)

The lowest spinal points 6-19 will be increased to meet the significant national living wage pay gap, making the lowest spinal point £8.50 per hour. Spinal point 20 and above will receive a 2.0% pay increase.

Year 2 (2019/20)

In this year the agreement will gain further headroom over the national living wage increase due in 2019. The bottom spinal point will become £9.00 per hour. In addition, the bottom twelve pay scales will be merged into six new points. 2% increases will be applied from new spinal point 23 onwards.

9. GENDER PAY GAP

- 9.1 The Council's Gender Pay Gap figures were published on the Government's Equalities website on 21 March 2018, in order to comply with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 as the Council employs more than 250 employees.
- 9.2 In summary, the Council's gap is 14%, 4% below the national average in the public sector. Out of 3,849 employees in our gender pay gap analysis, 76% were female. The gender profile of our workforce is a reflection of the occupational roles within the Council and represent the high number of caring roles, which still tend to be viewed as traditional female occupations. Many authorities outsource this work completely which is why some authorities have lower gender pay gaps. Additionally, other traditionally male roles such as refuse collection are not part of the Council's workforce.
- 9.3 As well as reporting the six required metrics on the Government's Equalities website a link is also provided to the Council's website to the [Gender Pay Gap Report](#) that has been prepared. This outlines the gap figures and also explains the reasons for the gap and actions the Council will take in the future to narrow the gap.
- 9.4 The report has been shared widely with all Trade Unions, the Council's workforce and also published on Centranet for employees to make comments. A detailed action plan is being developed to seek to reduce the gap, with a focus on the areas targeted in the Gender Pay Gap report.

10. EDUCATION HR CONSULTANCY

- 10.1 An improved package is being offered to schools and academies for 2018/19 recognising the increasingly competitive market within which the Council is offering the buy-back of Education HR Consultancy Services. Some of the features for 2018/19 packages include:

- **Gold and Silver Advice and Support Packages** - which offer unlimited HR advice by phone. The gold package also provides on-site support, an annual Headteacher / Manager Workshop and free mediation support.
- **Access to the Employee Assistance Programme** - to support our schools and academies arrangements have been made for the scheme to be offered at an introductory rate for the year from September 2018. This offer is available to schools and academies who currently contracted for 3 years.
- **Barred List Checks** - the Education HR Consultancy are now licensed to offer these checks to schools and academies who purchase the Education HR Consultancy service in 2018/19.

10.2 An update on buy-back from schools and academies for the new academic year will be provided at the next Staffing Committee meeting.

11. HEALTH AND SAFETY (Q4) 01.01.2018 – 31.03.2018

11.1 Quarter 4 ACCIDENT & INCIDENT OVERVIEW DETAILS

		Corporate Core Employees (average head count): 3589	Schools Employees (average head count): 3318
Accidents	Employees	66	49
Accident Rate Factor (Employees) AVERAGE		1.8%	1.5%
	MOTP	185	117
Incidents	Employees	67	4
	MOTP	139	30
A&I Total		457	200

		Corporate Core	Schools
RIDDOR	Employees	3	2
	MOTP	0	0
	Dangerous Occurrence	0	1
RIDDOR Total		3	3

MOTP – Members of the Public

RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

11.2 RIDDOR details are as follows:

January Corporate RIDDOR; 1 - involved a member of staff who fell on black ice on the public highway walking between corporate buildings, sustaining broken bones.

Corporate RIDDOR: 2 - involved a member of staff who fell and sustained a badly cut hand due to a cup breaking as they fell. This required surgery and an absence of more than 7 days.

Schools RIDDOR: 1 - a dangerous occurrence report was submitted regarding an incident at a Cheshire East school which suffered a fire in the boiler room during the Christmas holidays. A new boiler was being installed and the gas supply was left in an unsafe condition at the conclusion of work for the day. This resulted in an uncontrolled gas leak and a fire. Fortunately, the fire was confined to the boiler room, but could have resulted in the total loss of the school. The incident was fully investigated by the Corporate Health and Safety team, Facilities Management, Health and Safety Executive and the utilities company. The HSE is not pursuing action against the Council or the school and has handed the case over to Gas Safe Register to pursue the contractor responsible for the work. Their investigation is in the early stages and will take some time to conclude. Once the investigation has been completed, learning will be shared and acted upon as appropriate.

February Schools RIDDOR: - 1: involved a member of staff who slipped on some rainwater in the corridor and sustained a fractured lower leg.

Schools RIDDOR – 2: related to a teacher who was placing a display on the wall and fell from a low bench they were standing on, sustaining a fractured wrist.

March: Corporate RIDDOR – 1: involved an enforcement officer who was the victim of an assault in Crewe town centre. The injured party sustained head injuries that required hospital treatment. The assailants were arrested and detained by police. The injured person was absent from work for more than 7 days.

11.3 CORPORATE HEALTH & SAFETY TRAINING PROGRAMME

QUARTER 4 – 01.01.2018 – 31.03.2018

NO. OF COURSES	COURSE	ATTENDEES
3	First Aid Re-qualification course (2 day)	29 18 Corporate 11 School
1	First Aid at Work course (3 days)	12 7 Corporate 5 School
1	Emergency First Aid at Work course (1 day)	10 5 Corporate 5 School
1	Half day First Aid Refresher course	12 Corporate
2	Basic First Aid courses (3 hours) Manor Park Primary School Disley Primary School	22 School
2	IOSH Leading Safely (for schools) (6 hours)	16 School
1	Corporate Induction – Health & Safety session	30 Corporate
11	TOTALS	131

11 courses were delivered to 131 employees comprising 72 corporate staff and 59 schools staff:

12. HR PERFORMANCE DATA – Q4 (01.01.18 to 31.03.18)

12.1 Headcount & FTE (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
31 Mar 2018	3,588	n/a	n/a	2824.0	n/a	n/a

Between April 2012 and March 2018, the overall Council employee headcount has reduced by 34.2% and the overall number of Council FTE employees has decreased by 30.8%. Between April 2014 and March 2018, the overall Council employee headcount reduced by 18.5%, and the overall number of Council FTE employees decreased by 12.6% over the same period. However, as described previously, the larger (>10%) reductions in staffing between both 2013-14 and 2014-15 include staff TUPE transferring to ASDVs. Between April 2017 and March 2018, the overall Council employee headcount has reduced by 1.0%, with the number of FTE employees decreasing by 0.4% over the same period.

12.2 Leavers & Turnover (Excluding schools, agency workers and casuals)

Financial Year	Overall Headcount of Leavers	Overall Employee Turnover (%)	Headcount of Leavers without TUPE Transfers	Employee Turnover without TUPE Transfers (%)
2009-10	838	13.2	838	13.2
2010-11	931	15.5	931	15.5
2011-12	830	14.7	830	14.7
2012-13	657	12.5	657	12.5
2013-14	1019	21.4	650	13.7
2014-15	1030	25.1	506	12.3
2015-16	566	14.9	545	14.4
2016-17	458	12.3	458	12.3
2017-18	402	11.1	391	10.8

The table above shows the overall cumulative headcount of leavers, including employees who may have TUPE transferred to ASDVs during the specified period. The overall employee turnover rate for the Council was 11.1% during 2017-18, which is less than 12.3% in 2016-17. If TUPE transfers are excluded from the analysis, 391 employees left the Council during 2017-18 for other reasons, which are summarised in the following tables. The turnover rate for all other leaving reasons is 10.8% for 2017-18, which is lower than 2016-17 and noticeably lower than previous financial years when there were a significant number of TUPE transfers, particularly 2013-14 and 2014-15.

The most common leaving reason is resignation; there were 287 leavers due to this reason in 2017-18, which is lower than the headcount in 2016-17 and progressively lower than every financial year since 2009-10, shown in the comparison table below. The turnover rate for resignation in 2017-18 was 8%, which has fallen slightly from 2016-17 when it was 8.4%.

Financial Year	Resignation Headcount	Employee Turnover by Resignation (%)
2009-10	390	6.2
2010-11	362	6.0
2011-12	307	5.4
2012-13	324	6.1
2013-14	354	7.4
2014-15	301	7.3
2015-16	305	8.1
2016-17	311	8.4
2017-18	287	8.0

The distribution of specific leaving reasons has been broadly categorised below to provide an overview. The 'Unsatisfactory' category relates to employee performance and captures employees who left following an unsatisfactory probation period, gross misconduct, or disciplinary action. The 'Other' category here reflects the number of leavers who left due to mutual termination or death.

Leaving Reason	Total Headcount	Proportion of all Leavers (%)
Resignation	287	71.2
Retirement	39	9.7
Redundancy	23	5.7
End of Contract	21	5.2
Unsatisfactory	10	2.5
Other	11	2.7

12.3 Redundancy

One person has left the Council under voluntary redundancy terms in quarter 4. The total severance cost was £22,846 inclusive of redundancy and actuarial costs. Over the next five years, this reduction is estimated to save the Council over £61,668.

Year	Number of voluntary redundancies	Number of compulsory redundancies
2009 - 2010	280	0
2010 - 2011	399	0
2011 - 2012	264	4
2012 - 2013	94	2
2013 - 2014	124	4
2014 - 2015	30	0
2015 - 2016	98	1
2016 - 2017	22	1
2017 - 2018	22	1

12.4 Calculated Days Lost to Sickness Absence per FTE Employee

Financial Year	Total Cumulative Absence
2011-12	11.67
2012-13	12.03
2013-14	11.33
2014-15	11.97
2015-16	11.14
2016-17	11.14
2017-18	11.18

At the end of 2017-18 the absence rate for the Council is 11.18, which is slightly higher than 2016-17 due to elevated absences during quarter four associated with seasonal illnesses such as influenza. However, the overall absence rate over the past three financial years has been relatively stable and consistently lower than the previous four financial years.

12.5 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 through HR formal procedures. There has been one member appeal during Q4 2017/18.

Summary of open and current formal case work by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at June 2015	3	12	3	1	0
As at March 2016	5	2	6	1	1
As at March 2017	6	4	6	1	0
As at March 2018	1	8	5	1	4

Summary of closed formal case work during period by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April – May 2017	0	1	0	0	0
June – Sept 2017	2	5	5	1	0
Oct – Dec 2017	0	3	5	0	0
Jan – Mar 2018	0	4	5	0	0

Summary of new formal case work during period by employee:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April – May 2017	0	3	1	1	1
June – Sept 2017	0	3	6	0	1
Oct – Dec 2017	0	5	3	1	2
Jan – Mar 2018	0	3	2	0	0

ET - Employment Tribunal

13. Implications of the Recommendations

13.1 Legal Implications

13.1.1. No direct legal implications arising from this report.

13.2 Financial Implications

13.2.1 No direct financial implications arising from this report.

13.3 Equality Implications

13.3.1 There are no direct equality implications.

13.4 Human Resources Implications

13.4.1 There are no direct Human Resources implications.

13.5 Risk Management Implications

13.5.1 No significant risks identified as a result of this update report. Risks relating to specific matters are dealt with separately.

13.6 Rural Communities Implications

13.6.1 There are no direct implications for rural communities.

13.7 Implications for Children & Young People

13.7.1 There are no direct implications for children and young people.

13.8 Public Health Implications

13.8.1 There are no direct implications for public health.

14 Ward Members Affected

14.1 No specific wards affected.

15. Access to Information

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

16. Contact Information

16.1 Any questions relating to this report should be directed to the following officer:

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