

Appendix 7 Workforce Development

1. This section sets out the Council's activities and progress in relation to HR, Organisational Development, Health and Safety and Workforce Development plans and changes for the fourth quarter 2017/18.

Culture and Values

2. Following the Local Government Association's independent culture review and acceptance of the report recommendations, the Brighter Future Transformation Programme has been initiated to transform the Council's culture and work is now underway.
3. The programme focuses on defining the Vision for the Council's workplace culture and behaviours, aligned to the Council's FIRST values. This will allow the Council to build on strengths and the behaviours role modelled by staff and members that will be reflected in the Employee Deal, to ensure that the vision for our workplace culture is realised and embedded for the future.
4. The Brighter Future Transformation Programme is a key part of the Council's overall Organisational Transformation Programme to deliver the Medium Term Financial Strategy and will both inform and influence related programmes and projects. As the journey evolves it will touch every part of the Council as the outcomes are embedded creating our new workplace culture.

5. To help to ensure staff feel valued and recognised the Making a Difference monthly scheme reopened in February with a total of 14 team and individual nominations being received. The nominations for March were slightly lower at 9 nominations. Made my Day instant recognition continues to be popular with 206 being received January to March 2018.
6. To support and inform the Council's commitment to wellbeing in work, the staff wellbeing forum and the wellbeing contributors group have met for a second time. The staff forum has seen individuals taking responsibility for starting local wellbeing initiatives within their own place of work e.g. a book club and a relaxation session. In addition a number of further ideas to support and improve wellbeing are being considered and prioritised. Three editions of the staff wellbeing in work newsletter have been published which in turn has generated several ideas for future editions.

Building Capability and Capacity

7. The Corporate Training Programme and Continuous Professional Development Portfolios ensure that the Council creates a workforce which is safe, knowledgeable and competent in performing their duties to the highest possible standard, providing the best quality services to the residents and businesses.
8. During 2017/18, 201 courses have been offered to CEC employees. A further five employees successfully secured funding approval via the Continuous Professional Development Panel for role specific development and qualifications in quarter four, seeing over £6,000 investment.

9. Developing management capability at all levels has continued with a cohort of managers being on track to complete the Institute of Learning and Management (ILM) level three and Level five Diploma qualifications. New ILM level three and ILM level five qualifications, funded via the apprenticeship levy, are now being offered organisation wide. A total of 24 members of staff started on the ILM 3 Leadership and Management qualification in November and a cohort of 12 on the ILM level 6. A further cohort of 7 started on a new Chartered Management Degree in January 2018. Leadership and Management development continues with bespoke team manager skills development days taking place in Corporate service team. Ongoing development of leadership and management resource portal and induction programme continues according to the outcomes of the LGA culture review and transformation programme along with a programme of training courses for managers of all levels.
10. The Workforce Development Team continues to maintain close relationships with partner universities and Further Education colleges, supporting work experience placements for career starters and changers, course required workplace placements, graduate schemes and mentoring opportunities for young people. Relationships development is further encouraged through exploring links with universities for staff engagement such as guest lecturing. All employees and apprentices receive up to date training through quality assured processes and methods including internal and external training, e-learning and wider Continuous Professional Development opportunities to ensure they surpass expectations of external verification and examination boards, and feel fully supported throughout all stages of their career.

Resourcing and Talent

11. Six graduates previously undertaking their course placements at Cheshire East Council have secured permanent roles within Children's Social Care and undergraduate placements across social care are ongoing, supported by a growing cohort of internal practice educators. Two Skills for Care Graduate Management candidates are a quarter of the way through their year long placement and three further placement opportunities have been taken up in Community Safety and Best for Business teams in partnership with the University of Chester.
12. The Workforce Development Team has concentrated its efforts this year on launching the new process for the funding of apprenticeships across the Council, ASDVs and maintained schools. Since the funding reforms came into effect from 1st May, there have been 99 new apprenticeship starts (existing staff and new employees) for the organisation.
13. The Council continues to offer opportunities for Graduate and Staff Development. Progression pathways continue to be finalised and developed across the Council, most recently in the Project and Performance team to offer development from entry to management roles, offering a clear career route and tailored opportunities for existing staff, recent graduates and apprentices.

Reward and Recognition

14. To enhance the range of employee benefits an online "Rewards Centre" continues to be well received with more than 1,373 staff (32%) now signed up. The Rewards Centre provides staff with over 6,000 different discounts and offers for well known high street retailers, days out, holidays, etc., including discounts at over 120,000 outlets. Currently the

most popular retailers for staff are Sainsbury's, Tesco, Argos, Boots, M&S, Morrison's, Costa Coffee, Ikea and discounted cinema tickets. Available through telephone, mobile, or website ordering, the Rewards Centre will help staff make their money go further and will support the attraction and retention of employees.

15. The Council's Gender Pay Gap figures were published on the Government's Equalities website on 21st 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.
16. 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.
17. 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.

Education HR Consultancy

18. 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.

Health and Safety

19. Work continues on refreshing Corporate Health and Safety guidance notes – commencing with Drug & Alcohol, Driving at Work, Violence and Aggression, Personal Emergency Evacuation Plans and Display Screen Equipment.

Staffing Changes

20. As shown in the table below, Cheshire East Council's overall headcount has remained relatively constant during the last quarter of 2017-18, while the number of full-time equivalent (FTE) employees has decreased slightly over the same period.

Cheshire East Council Employee Headcount & FTE Figures

Directorate / Service	Employee FTE Jan 2018	Employee FTE Mar 2018	Employee Headcount Jan 2018	Employee Headcount Mar 2018
Corporate	768.9	768.8	883	880
Audit	7.3	7.3	9	9
B4B / Business Development	10.2	10.2	12	12
Business Management	18.0	20.0	19	21
Communications & Media	10.9	10.9	11	11
Customer Services	279.1	276.8	350	348
Finance & Performance	99.8	98.1	103	101
Human Resources	39.0	43.0	46	49
ICT	188.2	188.4	196	195
Legal & Democratic Services	98.7	97.6	119	117
Procurement	13.8	13.5	14	14
People	1628.3	1622.0	2179	2177
Adult Social Care and Health	846.4	849.2	1051	1059
Children's Services	780.0	770.8	1126	1115
Place	429.3	431.2	535	534
Growth and Regeneration	150.3	149.1	192	190
Infrastructure & Transport	53.6	54.7	55	57
Planning and Sustainable Development	127.2	125.2	133	132
Rural and Green Infrastructure	95.2	99.2	152	152
Cheshire East Council Total	2828.6	2824.0	3590*	3588*

***Note:** 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; similarly Executive / Directors and/or "Business Managers" will not appear in the "Service" totals but will appear in the overall "Directorate" figures. Employees with multiple assignments across services will appear in the headcount figures for each service, but will only be counted once in the total CEC headcount figure; where an employee has multiple assignments in the same service they will appear in the overall headcount figure only once for that service.

Agency workers

21. Agency workers are a valuable component of the Council's workforce, providing short term cover, project work and flexible specialist skills to maintain service delivery in areas such as social services, ICT and other professional services. The table below provides a summary of active agency worker assignments at the end of January and March 2018, together with agency worker assignments as a percentage of all active workforce assignments (excluding casuals) at the end of each specified month.

Number and percentage of active agency worker assignments:

	Active C.Net Assignments on 31.01.18	Active C.Net Assignments on 31.03.18	% of all Workforce Assignments on 31.01.18	% of all Workforce Assignments on 31.03.18
People	63	69	2.7	2.9
Place	8	10	1.6	1.9
Corporate Services	54	58	5.7	6.1
Cheshire East	125	137	3.3	3.6

22. There was a decrease in agency assignments in the People Directorate between December and January 2018, when the number of active assignments at the end of each month fell from 84 to 63. This is largely attributable to assignments coming to an end within January that provided short term sickness absence cover during the winter period. There has also been a decrease in the number of active assignments in the Corporate Directorate during quarter four of 2017-18; there were 58 active assignments at the end of March 2018 compared to 67 at the end of December 2017.

Absence

23. At the end of 2017-18 the absence rate for Cheshire East Council is 11.18, which is slightly higher than 2016-17 due to elevated absences during quarter four associated with seasonal illnesses. However, the overall absence rate over the past three financial years has been relatively stable and consistently lower than the previous four financial years (between 2011 and 2015).

Days lost to sickness absence per FTE employee by full financial year – 2014/15 to present:

Cheshire East Council (excluding Schools)	2014/15	2015/16	2016/17	2017/18
Full Financial Year Absence	11.97	11.14	11.14	11.18

Voluntary Redundancies

24. The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council 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.
25. One person has left the Council under voluntary redundancy terms in quarter four. 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.