

# **CESHIRE EAST COUNCIL**

## **REPORT TO: Staffing Committee**

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**Date of Meeting:** 20 July 2010  
**Report of:** Paul Bradshaw, Head of Human Resources & Organisational Development  
**Subject/Title:** HR Update  
**Portfolio Holder:** Cllr Mason

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### **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.

2.2 To approve the General Health and Safety Policy.

### **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**

7.1 No direct implications arising from this report.

### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

9.1 No direct implications arising from this report.

### **9.0 Risk Management**

9.1 No significant risks identified.

## **10.0 Background and Options**

### **10.1 HEALTH & SAFETY**

#### **10.1.1 CORPORATE HEALTH & SAFETY MANAGEMENT ARRANGEMENTS**

10.1.2 Twenty six Policy and Guidance documents are now available on CEntranet and a further 31 guidance notes have been developed specifically for the Children's and Families service.

10.1.3 These policies have been prepared by referencing legislation (where available) and using best practice examples from across the four former Authorities. Tier 3 Managers have been informed of each new policy and are requested to disseminate as appropriate to their teams. Newly agreed policies will be publicised in forthcoming Health & Safety Newsletters.

10.1.4 Further documents are undergoing development and consultation:

- |                              |                         |
|------------------------------|-------------------------|
| • Working with Young Persons | • Events Safety         |
| • Working with Contractors   | • Violence & Aggression |

#### **10.1.5 DRAFT DOCUMENTS FOR CONSIDERATION**

10.1.6 Approval of the General Health and Safety Policy is requested. This was discussed at the Corporate Health & Safety Forum on 3 June 2010 and will conclude the consultation process at this meeting. The Policy is included as Appendix 1.

10.1.7 The General Health & Safety Policy is reviewed annually and specifies general responsibilities of employees at all levels of the organisation and Elected Members.

#### **10.1.8 ENGAGING WITH THE HEALTH & SAFETY EXECUTIVE**

10.1.9 The HSE Inspector visited, as planned, on 21 April 2010 and met with representatives from the Facilities Management service and the Waste and Recycling service. The Inspector discussed "Hard Facilities Management" arrangements and Waste & Recycling, with special emphasis on Task & Finish and the procurement of services.

#### **10.1.10 ACCIDENT AND INCIDENT DATA**

10.1.11 During the first year of Cheshire East Council (01.04.09 – 31.03.10), a total of **763** accident / incident reports were registered by the Corporate Health and Safety team, of which **276** were RIDDOR\* reportable to the Health & Safety Executive. (\*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995).

	<b>No. of Incidents</b>	<b>No. of RIDDORs</b>
Quarter 1	371	59
Quarter 2	119	62
Quarter 3	138	78
Quarter 4	135	77
<b>Totals</b>	<b>763</b>	<b>276</b>

10.1.12 The highest numbers of incidents received and recorded so far are in the People Directorate. This is not unexpected due to the high number of public who use the services provided by this Directorate, including activities undertaken in Schools.

10.1.13 In the Places Directorate the two areas with high number of RIDDOR reportable incidents are Waste & Recycling Services and Tatton Park. Again this is to be expected due to the types of activities undertaken and the accident history of these areas. Tatton Park has a large number of public visitors so would statistically be expected to have an increased number of RIDDOR reportable incidents when compared to other services within the Places Directorate. Waste & Recycling Services has historically had a high number of incidents due to the hazardous nature of tasks undertaken.

#### **10.1.14 CORPORATE HEALTH AND SAFETY FORUM**

10.1.15 The Corporate Health & Safety Forum met on 3 June 2010 and the following issues discussed:

##### **(i) Corporate Audit Programme**

A pilot of the audit questionnaire has been carried with HR & OD. The next phase of the programme, due to commence in July 2010 involves the phased distribution of the Self-Audit Questionnaires to 18 Service areas throughout the next 12 months. The results of these will assist us in setting the priority time table for the first year of the full audit cycle.

##### **(ii) Corporate Noise Programme**

The Control of Noise at Work Policy is now available on the Health & Safety team home pages of CEntranet and noise assessments have commenced in the Waste and Recycling Service and Streetscape (Grounds and Cleansing).

##### **(iii) Electronic Accident Reporting System**

The Corporate Health & Safety Team have purchased an Electronic Accident Reporting System (EARS) which is due to be operational by September 2010 with a phased roll out to services. The EARS will replace

the current paper form system and allow for improved management of accident information.

Service managers will be responsible for ensuring that incidents are recorded on the electronic system at the incident location, undertaking investigations and inputting their findings. The information gathered will allow managers to identify accident 'hot spots' and systems of work which are producing high number of accidents. This will enable managers and the corporate H&S team to tackle the root causes of accidents and reduce the likelihood of accidents in the future.

10.1.16 The Forum will next meet on 7 October 2010.

## **10.2 ORGANISATIONAL DEVELOPMENT**

### **10.2.1 EMPLOYING YOUNG PEOPLE**

10.2.2 Good progress has being made in recruiting young people into Cheshire East via our apprenticeship and graduate development programmes. Offers have been accepted by four graduates who will join the national graduate development programme with Cheshire East in October 2010.

10.2.3 Recruitment of apprentices and support for workplace supervisors and mentors is now well underway. Over 30 apprenticeship placements have been established across all services to date for the corporate scheme with 16 apprentices currently active within the authority. Local apprenticeship schemes in areas such as Finance and Environmental Services have also been put in place with the creation of 12 further locally funded apprenticeship places.

10.2.4 To raise the profile of apprenticeships an inaugural CEC Apprenticeship and Employer event took place on 30 June 2010. The purpose of the event was to launch the Councils scheme and increase awareness and commitment to apprenticeships across the Cheshire East borough. The event was a great success with more than 150 attendees including school leavers, local businesses and training providers.

### **10.2.5 EMPLOYEE RECOGNITION SCHEME**

10.2.6 The aspire4excellence employee recognition scheme was launched in May based on best practice and employee consultation. The aim of the scheme is to recognise individuals and teams for role modelling the **ASPIRE** values, and through this making a significant impact on a customer or colleague. Over 90 nominations were received and 14 individual and one team award winners were selected by the recognition panel. A review has just been completed to capture and action learning and the next cycle will begin in September.

## **10.2.7 WORKFORCE DEVELOPMENT**

10.2.8 As part of the business planning process, Services have recently developed workforce development plans which summarise their key workforce priorities in the following areas:

- Developing the organisation
- Developing leadership capability
- Developing workforce skills and capacity
- Resourcing local government
- Pay and rewards

10.2.9 This information is now being aggregated into an overall CEC workforce development plan which translates and summarises the key workforce priorities required to deliver the corporate plan.

## **10.2.10 INVESTORS IN PEOPLE**

10.2.11 As part of the process for CEC to retain Investors in People (IIP) recognition, a “light touch review” has recently been undertaken by IIP North West involving a small cross section of senior managers, cabinet members and trade union representatives.

10.2.12 The aim of this review was to gain a general overview of the Councils position in relation to the standard and to identify areas of good practice and areas to focus on. The assessor identified a clear commitment to the principles and ethos of the standard, with clear evidence of a number of practical steps being taken or planned. The main emphasis this year will be on ensuring that good people management practices are firmly embedded across the Council so that this is clearly evident in the full corporate review which needs to be undertaken by June 2011.

## **10.2.13 CEC MANAGER**

10.2.14 One of the IIP standards is that “managers can describe the skills, knowledge and behaviours they need to lead, manage and develop people effectively”. Although managers interviewed were able to give their own understanding of this – there is currently no defined and consistent view of this for CEC as a whole.

10.2.15 A piece of work is now underway to develop a CEC manager framework which will define the generic requirements of a manager within the Council, the behavioural competencies required and signpost to development tools.

## **10.2.16 SKILLS AWARD**

10.2.17 To reinforce the Councils commitment to developing its workforce and achieving the IIP standard, CEC has recently signed up to work towards the North West Employers Organisations Skills Award. Through this councils in the North West of England can achieve recognition for demonstrating a strategic approach to workforce development. Achieving

the award fulfils commitments to the Skills Pledge and brings Skills for Life activity alongside the full range of skills activity in one review process.

10.2.18 Working with colleagues and trade union learning representatives across the Council, an action plan will be developed with the aim of achieving the award within eighteen months. The action plan will need to demonstrate how the council:

- encourages and supports employees to gain the skills and qualifications that will meet the needs of the business and support their future employability
- supports employees to acquire literacy and numeracy skills and achieve level 2 qualifications
- raises the skills and competencies of its employees to improve organisational performance
- achieves measurable impact demonstrating effective planning and implementation of learning and development interventions.

### **10.3 HR DELIVERY**

10.3.1 Business transformation programmes such as the redesign of Children's Services and Adult Social Care, together with in year grant reductions and the need to achieve greater efficiencies and savings, has meant that the HR Delivery Team continues to be heavily involved in supporting managers to re-design and implement their structures.

10.3.2 This quarter, the team has also focussed on data cleansing and updating on Oracle as well as preparation for the major system update (R12) taking place over the next seven months. The new version aims to provide more streamlined processes, greater access to management information and ultimately business savings.

#### **10.3.3 SUPPORTING WORKFORCE CHANGE**

10.3.4 Since April 2009, the HR Delivery Team has supported the resolution of 390 workforce reductions across the Council which should result in savings of more than £19m over a three year period.

10.3.5 In addition, a total of 222 employees have been placed on the Redeployment Register. This is either because their positions are already displaced within the structure or because they are "at risk" of becoming so.

10.3.6 Of the total number of employees placed on the Register, HR have resolved the situation for 120 employees, so far reducing the Council's staffing spend by over £3m. A further 19 people are currently in trial periods in alternative jobs which are expected to prove successful.

10.3.7 The demand for redeployment and workforce change is expected to continue over the next twelve months and beyond, in the light of business transformation programmes and increased budgetary pressures.

## **10.4 HR POLICY & REWARD**

### **10.4.1 POLICY DEVELOPMENT**

10.4.2 A significant amount of work has been undertaken to develop new HR policies and procedures for Cheshire East and we will be working with the trade unions over the coming months to consult on these policies.

10.4.3 The CEntranet site continues to be developed to enable managers and employees to access policies, procedures and other HR information.

### **10.4.4 JOB EVALUATION**

10.4.5 A significant amount of job evaluation work also continues to be undertaken to support organisational reviews in Services. To date over 500 new jobs have been evaluated. HR Officers are working closely with trade union colleagues to grade jobs quickly and in accordance with the Council's job evaluation schemes.

### **10.4.6 HARMONISATION/EQUAL PAY**

10.4.7 As Members will be aware Cheshire East still has large numbers of people who remain on the terms and conditions of their Legacy Authorities as they TUPE transferred to Cheshire East as part of LGR.

10.4.8 In order to resolve equal pay issues and develop a modern set of terms and conditions of employment for Cheshire East, the Council has recently established a Member Steering Group, (comprising Councillors Keegan, Brown & Mason), a Project Board, and a joint trade union working group. The Staffing Committee will be kept informed of developments.

### **10.4.9 WEEKLY PAY**

10.4.10 The HR Policy Team are currently working with the trade unions to transfer those employees (approximately 330) paid on a weekly basis to monthly pay. Support is being put in place to help the affected employees and it is anticipated that all employees will move over to monthly pay with effect from October 2010.

### **10.4.11 CYCLE SCHEME ROADSHOWS**

10.4.12 The HR Policy Team in collaboration with Strategic Highways and local cycle shops, recently ran a number of Roadshows at Council buildings to mark National Cycle Week and promote the Council's Cycle Scheme. The Scheme allows employees to hire a cycle over a 12 month period via salary sacrifice with the possibility of purchase at market value at the end of the period. As well as being a cost effective way for employees to source a cycle, (they make savings on VAT, income tax & national insurance), the Council makes savings due to the reduction in employer's national insurance contributions payable. The Council currently has 105 employees on the Scheme.

- 10.4.13 The Roadshows were very successful with lots of employees expressing interest in the scheme. As a direct result of the Roadshows we expect 25 additional employees to sign up to the scheme.
- 10.4.14 Further Roadshows at other venues to promote the Cycle Scheme, other salary sacrifice schemes, (e.g. Child Care Vouchers) and benefits will be held later in the year.

## **11.0 Access to Information**

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

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