CHESHIRE EAST COUNCIL

REPORT TO: Staffing Committee

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Date of Meeting: 21 October 2010
Report of: Paul Bradshaw, Head of Human Resources & Organisational
                         Development
Subject/Title: HR Update

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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 Corporate Accident / Incident Reporting Policy and Investigation
         Procedure.

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)

8.1   No direct implications arising from this report.

9.0   Risk Management

10.1   No significant risks identified.

10.0   Background and Options

10.1   HEALTH & SAFETY

10.1.1   COMMUNICATING WITH EMPLOYEES

10.1.2   Production of Health & Safety Update Newsletters has continued with the circulation of Newsletter 7 - which focused on risk assessments and the corporate audit programme, and Newsletter 8 - which concentrated on health and safety training arrangements, corporate noise programme and the new electronic accident reporting system (PRIME).

10.1.3   Future editions are likely to include articles addressing:

• Manual Handling	• Violence & Aggression
• Control of Substances Hazardous to Health	• Health & Safety Audits
• Slips, Trips & Falls	• Cold weather working

10.1.4   PRIME - ELECTRONIC ACCIDENT REPORTING SYSTEM

10.1.5   The new electronic accident reporting system, PRIME, was officially launched on 15.09.10 and is a corporate wide electronic system for the recording of all accidents, incidents and near misses. An updated accident / incident form has been produced to complement the new system and is accessible via the Corporate Health and Safety Team home page on CEntranet.

10.1.6   Specific training has been delivered on the new PRIME software. This demonstrates how accident data can be entered locally and how information can be retrieved from the system. Training continues over the next 6 months and details are available on the Corporate Health & Safety Service home page on CEntranet.

          http://centranet.ourcheshire.cccusers.com/healthandsafety/Pages/default.aspx

10.1.7   ENGAGING WITH THE HEALTH & SAFETY EXECUTIVE

10.1.8   Cheshire East Council's (CEC's) new HSE Inspector (and her Manager) visited 22 September 2010, as planned. The Inspectors focused on Waste & Recycling collection issues – in line with a national initiative ('Waste & Recycling Intervention Strategy 2010 - 2013') which is taking place across both public and private sectors. **NB**: It should be noted that the Intervention Strategy is only focusing on collection issues in the Waste & Recycling Service.

10.1.9   The main purpose of this initial meeting was for the Inspectors to gauge an understanding of CEC's structure and of the Waste & Recycling Service. Arrangements were made to support a second visit (4 & 5 November 2010)

- which will include visiting 2 Depots and a specific opportunity for Trade Union Representatives to meet with the Inspectors.

10.1.10 Following this visit, the Inspectors will complete the HSE Proforma to gauge CEC's compliance (benchmarking performance against the national position) and will produce an Action Plan for completion by Waste Managers. The Intervention Strategy will conclude with a review visit in approximately twelve months time.

10.1.11 DEVELOPMENT OF THE CORPORATE NOISE PROGRAMME

10.1.12 Noise assessments have taken place in the Waste & Recycling service and readings indicate that some levels of exposure to noise are above the minimal action level. This means that the Council must implement technical and organisational control measures to reduce the noise to the lowest level that is reasonably practicable.

10.1.13 To achieve this, a time-scaled Action Plan has been developed jointly with the Corporate Health & Safety Team and Waste Managers, which was discussed with unions on 19 August 2010, to gain their cooperation and approval. The Action Plan includes taking further and more targeted measurements, improvements to the stillages into which the glass is collected, readings comparing older with newer vehicles, health surveillance of Operatives and an investigation into the use of suitable PPE (hearing defenders).

10.1.14 DEVELOPMENT OF THE HAND ARM VIBRATION PROGRAMME

10.1.15 The Hand Arm Vibration programme is a continuing and ongoing process with responsibility resting with the relevant Service Managers. The Corporate Health & Safety Team will monitor progress both informally by observation and formally as part of the forthcoming Health & Safety Audit Programme.

10.1.16 DRAFT POLICY REVIEW FOR CONSIDERATION

101.1.17 Amendments to the current Corporate Accident / Incident Reporting Policy and Investigation Procedure have been discussed with Trade Union Representatives (1 October 2010) and at the Corporate Health & Safety Forum (7 October 2010). The document is due to conclude the consultation process at this meeting.

10.1.18 Significant amendments include:

- A revision of the document in order to accommodate the successful corporate-wide implementation of the PRIME electronic accident reporting system (as detailed at 2.0 above).

- A revision of the accident investigation checklist and inclusion of an example of a structured accident investigation report, in order to assist Managers in meeting their responsibilities when conducting an investigation.

10.1.19   Approval of the Corporate Accident / Incident Reporting Policy and Investigation Procedure is requested.

10.1.20   ACCIDENT AND INCIDENT DATA (Quarter 1: 1 April – 30 June 2010)

10.1.21   In the first quarter **133** accident / incident reports were registered with the Corporate Health and Safety Team, of which **42** were RIDDOR* reportable to the Health & Safety Executive. (*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995).

	No. of Incidents	No. of RIDDORs
2009 - 2010		
Quarter 1	371	59
Quarter 2	119	62
Quarter 3	138	78
Quarter 4	135	77
Totals	**763**	**276**
2010 - 2011		
Quarter 1	133	42

10.1.22   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 and the activities undertaken - particularly in Schools.

10.1.23   RIDDOR incidents shown by Directorate and type are shown below.

	PEOPLE	PLACES	P&C*	TOTAL
RIDDOR nos.	37	5	0	42
Highest cause: Falls on Level	14	3	0	17
2nd highest cause: Sporting Activity	8	0	0	8
Joint 3rd highest cause: Contact Injury	5	0	0	5
Joint 3rd highest cause: Struck By	5	0	0	5

*P&C – Performance & Capacity

10.2   ORGANISATIONAL DEVELOPMENT

10.2.1.   EMPLOYEE RECOGNITION SCHEME

10.2.2 The second cycle of the **aspire4excellence** employee recognition scheme was run during September. 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. Almost 70 nominations were received during the recognition period and 21 individual and four team award winners were selected by the recognition panel.

10.2.3 INVESTORS IN PEOPLE

10.2.4 As part of the process for CEC to retain Investors in People (IIP) recognition, a series of informal health-checks will be undertaken from October through to February. The aim of the health checks is to obtain a snapshot of how effectively people management and development practices are being embedded, ahead of the formal corporate assessment in May of 2011. Services that will take part in the informal health checks are as follows:

October – Finance and Health and Wellbeing
November - Streetscape and Planning and Policy (Places
January – Care4ce (Adults)
February – Catering and Access (Childrens and Families)

10.2.5 Results will be shared with the appropriate management teams so that best practice can be highlighted and required actions taken.

10.2.6 SKILLS AWARD

10.2.7 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.

10.2.8 A Skills Award action group has now been established involving both officers and union learning representatives from across the Council. An initial desktop assessment against the award criteria has been undertaken which indicated that CEC was already some way to meeting these requirements. To ensure that all areas are met and strengthened 5 initial work-streams have been identified and are currently being mobilised:

- **Developing the role of Union Learning reps**

- **Skills for Life strategic positioning**

- **CEC Skills Strategy**

- **Learning evaluation and impact**

- **Widening access to learning and partnerships**

10.2.9 ORACLE LEARNING MANAGEMENT AND PERFORMANCE MANAGEMENT

10.2.10 Cheshire East (CEC) and Cheshire West and Chester (CWAC) have made the joint strategic decision to continue with and update Oracle as the fully supported platform for both Authorities and its shared services.

10.2.11 The Release 12 (R12) programme has been established to deliver the agreed upgrade along with targeted activity to relaunch and optimise core Oracle processes. The decision to proceed with the configuration of two new HR modules Oracle Learning Management (OLM) and Oracle Performance Management (OPM) was agreed and included in the scope of the overall Oracle Programme.

10.2.13 OLM and OPM are fully integrated with Oracle HR and together provide a single source of employee data held in one system. Both modules provide administrator access, employee and manager self serve and reporting functionality as summarised below:

- **OPM** - is a Council wide team and employee performance development system that supports, administers and reports the whole performance management cycle from agreeing performance and development plans, competency assessment, reviewing progress, assessing and rating performance.

- **OLM** - is a Council wide learning management system that supports, administers and reports the learning cycle from employees finding the development they need, booking, managing and evaluating on-line or classroom based learning.

10.2.14 There are no current systems for employee performance management and a number of local and unconnected systems or solutions (some unfit for purpose) to support learning management. A summary of benefits is outlined below:

- **Integrated technology** – one system and one source of employee data which is fully integrated;
- **Quality of information** – improved, joined up and accessible information to inform decisions and inspections;
- **Improved efficiency** – standardised process flows, improved visibility and management control;
- **Enhanced performance** – increased employee ownership and focus.

10.2.15 A joint CEC and CWAC project team has been established to take forward this work and to develop an implementation strategy in order to populate content and manage appropriate pilots and roll out initially to non-schools staff. Roll out is expected to take place during 2011/12.

10.3   HR DELIVERY

10.3.1 SUPPORTING WORKFORCE CHANGE

10.3.2 The HR Delivery Team has been working closely with line managers to realign restructuring with the requirement to make budget savings whilst still delivering effective services. As a consequence of this restructuring, the Team have also been involved with the process and management of voluntary redundancies as well as actively searching for redeployment opportunities for those affected employees who wish to remain working for the Council. To date, this has resulted in 161 staff being redeployed and a further 18 are currently in trial periods.

10.3.3 ACADEMIES

10.3.4 Three Cheshire East schools have become academies and the HR Delivery Team have been heavily involved in advising on the implications of this for the Council – advising on immediate issues such as TUPE as well as establishing the availability for purchase of services provided to schools under the Schools Business Support Agreement. This will be an ongoing workstream with eleven other Cheshire East schools having also expressed an interest in converting to academy status in the future.

10.3.5 ORACLE

10.3.6 The Team have also been involved in updating the Oracle system to streamline processes, improve absence management, reduce the risk of non-compliance and reduce management time on transactional activities. The latest version of Oracle will also introduce new facilities for recording and monitoring learning activities and performance management.

10.4   HR POLICY AND REWARD

10.4.1 HARMONISATION/EQUAL PAY

10.4.2 Work is continuing to address equal pay issues and develop a modern set of terms and conditions of employment for Cheshire East.

10.4.3 Joint consultation sessions with the trade unions have commenced to discuss key areas of the existing pay structure that will be included in the review including car allowances, premium payments and overtime payments. Consultation will continue over the coming months

10.4.4 Regular updates as the work progresses will be provided to the Project Board, Member Steering Group, Staffing Committee and Cabinet.

10.4.5 POLICY DEVELOPMENT

10.4.6 Work has continued to develop new harmonised HR policies and procedures for Cheshire East Council with ongoing consultation with the trade unions.

10.4.7   The policies and procedures will be supplemented by 'toolkits' for managers. These will aim to support managers in implementing the policies and procedures and will comprise guidance notes, frequently asked questions and model letters.

11.0   Access to Information

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

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