

# Staffing Committee

## Agenda

---

**Date:** Thursday 18th October 2012  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

---

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

#### **ITEMS TO BE CONSIDERED WITH THE TRADE UNION REPRESENTATIVES PRESENT**

1. **Apologies for Absence**
2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Public Speaking Time/Open Session**

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the Committee.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Members of the public wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable an informed answer to be given. It is not required to give notice of the intention to make use of public speaking provision, however, as a matter of courtesy, a period of 24 hours notice is encouraged.

4. **Minutes of Previous Meetings** (Pages 1 - 12)

To approve the minutes of the meetings held on 12 April 2012, 25 June 2012 and 13 July 2012.

5. **HR Update** (Pages 13 - 24)

To consider a report on the progress with Human Resource issues

6. **Exclusion of the Press and Public**

The report relating to the remaining item on the agenda has been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

**PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT**

7. **Items Requested by Trade Unions**

- Cheshire East Council's 3 Year Plan
- Cheshire East Council's Budget Process 2013-2014
- Inclusion of Streetscape and Parking Maintenance Activities within the Highway Service Contract

**Item to be considered without the Trade Union Representatives Present**

8. **Pay Review** (Pages 25 - 38)

To consider the report of the Head of HR and Organisational Development

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Thursday, 12th April, 2012 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor D Topping (Chairman)

Councillors J Clowes (for Cllr R Domleo), W Fitzgerald, D Flude, J Jackson,  
B Murphy and M Simon (for Cllr P Mason)

**Unions**

Craig Nicholson – UNISON

Kevin Bradbury – GMB

Chris Millington - GMB

**Officers**

Paul Bradshaw, Head of HR & Organisational Development

Julie Davies, HR Strategy & OD Manager

Sally Gold, Legal Services

Rachel Graves, Democratic Services Officer

**49 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors R Domleo and P Mason.

**50 DECLARATIONS OF INTEREST**

Councillor D Flude declared a personal interest as she was a retired member of Unison.

Councillor J Jackson declared a personal interest as she was a member of GMB.

**51 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**52 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 13 January 2012 be confirmed as a correct record.

## 53 HR UPDATE

The Head of Human Resources and Organisational Development, aided by the HR Strategy & OD Manager and the Corporate Health & Safety Manager, presented a report which provided a general update on Human Resource issues, including Health & Safety, Organisational Development, HR Delivery and HR Policy and Reward.

### Health and Safety

It was reported that 764 delegates had attending 50 training courses and briefing session delivered by the Corporate Health & Safety Team during Quarter 3. Courses provided included Emergency First Aid at Work, Use of PRIME, First Aid at Work and Use of Evac Chair.

The Council had a duty of care to ensure the health, safety and welfare of people who were not in their employment but who may be affected by the activities of their undertaking. A Visitors Policy, detailing the health and safety arrangements which were in place for visitors (including customers, contractors, maintenance personnel, guests, delivery drivers etc) coming onto Cheshire East Council premises had been drafted. The Visitors Policy had been approved at the Corporate Health and Safety Forum on 2 March 2012 and the Committee was asked to approve the Policy.

The Corporate Health and Safety Policy had been significantly restructured to form two parts: Part 1 - Policy Statement, Introductions and Organisation, and Part 2 - Corporate Policies and Procedures. The Committee was asked to approve Part 1, which had be approved at the Corporate Health and Safety Forum on 2 March 2012.

The Committee was informed that the RIDDOR Regulations had been amended in order to increase the period for reporting incidents and injuries. The trigger point after which an injury must be reported would increase, from over three days to over seven days incapacitation and was effective from 6 April 2012. The deadline by which an over 7-day injury must be reported would also increase to 15 days from the day of the accident.

In Quarter 3 a total of 2002 accidents/incidents were entered onto PRIME, of which 74 were RIDDOR reportable to the Health & Safety Executive. These figures represented an increase of 46.67% for the total number of accidents and a fall of 14.94% for RIDDOR reports when compared to Quarter 2.

### Organisational Development

The Apprenticeship Scheme now had approximately 70 young people on placements across the Council. The A-Team was holding a number of roadshows during April to raise awareness of the Apprenticeship Scheme

and encourage young people about to leave school or college to consider joining the A-Team.

Work was underway to develop an on-line learning zone for employees and Members. The web based site would host a range of development tools such as e-learning, learning forums and access to webinars. The facility complimented other forms of learning such as classroom based, by providing a cost effective and flexible means of learning in bite size pieces. The site could be accessed from both work and home and would be launched later in the spring.

Work was in progress to refresh the Aspire values and to develop a framework of behaviours that defined 'how' successful people approach their work and achieve great things. The 'Behaviours for Success' would form part of the performance development process from 1 April 2012. This would be supported by a series of manager briefing sessions during April and May. It was suggested that a presentation be given to the Committee at a future meeting on the new Aspire framework.

The Council had achieved Investors in People (IiP) core standard in June 2011. It had now been decided to work towards a higher level standard within the IiP extended framework and aim to achieve the silver award by June 2014. To obtain an initial snapshot of how the Council was doing, an informal assessment would take place in May 2012. A further informal review would take place in May 2013, leading to the formal assessment for the whole Council during spring 2014.

### HR Delivery

The HR Delivery Team had been continuing to work on a number of potential TUPE situations both into and out of Cheshire East Council. This included the provision of information and consultation with staff, unions and external councils on the transfer out of services and assets to Town and Parish Councils and Connexions. The Team had also been working with colleagues in the Central and Eastern Primary Care Trust to develop a co-working arrangement for Public Health prior to the Council assuming full responsibility in April 2013.

### HR Policy and Reward

A review of the Trade Union Facilities Agreement was being undertaken and a report with options would be presented to Cabinet in the first instance. An update would be provided to the Committee in due course. It was noted that the trade union secondments to Unison had reduced from 4 to 3 officers as much of the work associated with the negotiation of new terms and conditions of employment had now been completed.

The current contact for the supply of agency workers to the Council came to an end on 31 March 2012. Work had been undertaken to re-let the contract on a collaborative basis with Cheshire West and Chester Council.

The new contract had been awarded to Comensura. A series of training events for managers was being held to ensure a smooth transition to the new provider.

**RESOLVED:** That

- (1) the report be noted;
- (2) the Visitors Policy and Part 1 of the Corporate Health & Safety Policy be approved; and
- (3) the progress with the review of the Facilities Agreement be noted.

The meeting commenced at 2.00 pm and concluded at 3.17 pm

Councillor D Topping (Chairman)

## **CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Monday, 25th June, 2012 at Committee Suite 1 & 2, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

### **PRESENT**

Councillor D Topping (Chairman)  
Councillor H Murray (Vice-Chairman)

Councillors J P Findlow, J Jackson, B Murphy, D Newton and S Wilkinson (for  
Cllr M Jones)

### **Councillors in Attendance**

Councillor B Burkhill, M Jones and A Moran

### **Officers**

Paul Bradshaw, Head of HR and Organisational Development  
Melanie Henniker, HR Delivery Manager  
Julie Openshaw, Places Legal Team Manager  
Suzanne Antrobus, Corporate Solicitor  
Paul Jones, Democratic Services Team Manager  
Rachel Graves, Democratic Services Officer

### **1 DECLARATIONS OF INTEREST**

Councillor M Jones, in attendance as Leader of the Council, declared a potential personal and prejudicial interest in Item 5 – Review of Staff Conduct in relation to Lyme Green, as he had been the Portfolio Holder for Resources at the time of the events.

### **2 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

The Chairman announced that the Councillors in attendance would be allowed to stay in the meeting during consideration of the item in Part 2 but would take no part in the consideration of the matter.

### **3 EXCLUSION OF THE PRESS AND PUBLIC**

#### **RESOLVED:**

That the press and public be excluded from the meeting during the consideration of the following item pursuant to Section 100(A) 4 of the Local Government Act 1972 as amended on the grounds that they involved the disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A of the Local Government Act 1972 and public interest would not be served in publishing this information.

#### 4 REVIEW OF STAFF CONDUCT IN RELATION TO LYME GREEN

Councillor M Jones stated that he had been asked by the Audit and Governance Committee to start the process for the review into the conduct of staff and asked the Staffing Committee to agree that an independent review should take place and the Committee to agree the Terms of Reference for this review. Having previously declared a potential personal and prejudicial declaration of interest he left the meeting prior to consideration of the report.

The Committee considered a report on the steps to be taken to review the conduct of staff involved in the Council's proposals to build a waste transfer station at Lyme Green Depot, following the report to the Audit and Governance Committee on 14 June 2012.

The report considered by the Audit and Governance Committee highlighted a number of failings relating to Finance and Contract Procedure Rules, the Planning Process, Project Management, Budgetary Control and Governance arrangements.

The Audit and Governance Committee had resolved that:

“The Council, in accordance with its staffing policies, instigate an immediate independent review of the conduct of staff mentioned in the report and consider whether there is a case for appropriate disciplinary or other action to be pursued, the review to include consideration on whether the public or any Members were misled.”

It was proposed that an independent review be undertaken into the conduct of staff involved in the proposal to build the waste transfer station. In order to commence this process, the Staffing Committee was required to agree the Terms of Reference. Advice on drafting the Terms of Reference had been sought from the North West Employers Organisation.

The process for the appointment and dismissal of council officers, including senior officers, was provided for in the Local Authorities (Standing Orders) (England) Regulations 2001. It was noted that a 'designated independent person' would need to be appointed to investigate allegations of misconduct by statutory officers and that this person must be agreed on by those being investigated otherwise the designated independent person would be nominated by the Secretary of State. The Regulations required that the designated independent person recommend any disciplinary action that appeared to be appropriate.

It was agreed that a Staffing Sub Committee would be appointed to proceed with the commissioning of the review. The Sub Committee would also take the decision on any disciplinary or other action to be taken based on the designated independent person's report. The Sub Committee could impose a lesser sanction than that recommended but it could not impose a greater sanction.

Members who were nominated to the Sub Committee confirmed that they had not been involved in the issues under consideration and were not prejudiced in any way. The nominated Members are Councillors H Murray and D Newton.

**RESOLVED:** That

- (1) an Independently Appointed Investigation be commissioned into the conduct of any individual who contributed, or should have contributed, to the Lyme Green Waste Transfer Station project.
- (2) a Sub Committee of the Staffing Committee be appointed to proceed with the commissioning of the investigation and to consider the findings of the investigation report including any disciplinary or other action and that the Sub Committee be made up of two Staffing Committee members (Councillors H Murray and D Newton) and a Cabinet Member.
- (3) the scope of the investigation to include the conduct of the Director of Places and Organisational Capacity – Nominated Deputy Chief Executive (Nominated Deputy Head of Paid Service), the Director of Finance and Business Services (Section 151 Officer), the Borough Solicitor (the Monitoring Officer), and any other officers to be identified by the Sub Committee or Investigating Officer.
- (4) in the light of (3) above, the Terms of Reference for the investigation be as follows:

“The Designated Independent Person is authorised to call for interview any person including staff, Members, Cabinet Members and Support Members and any other witnesses they deem. Any individual within a team can be called for interview if that person can supply statements to clarify actions taken by self or by others.

The Designated Independent Person will have access to any documents including email messages which they believe may have a bearing on the necessary evidence required to reach a conclusion within the final report.

The Designated Independent Person produce, at the earliest possible opportunity, a report which will include evidence of any action or decision taken by any individual without due regard to council policy, permission or with intent to mislead. This to include clarification regarding who was responsible, to what extent was staff and/or Members culpable and/or was the action/decision caused by cultural or procedural errors.

The Regulations require the Designated Independent Person to recommend any disciplinary action that appears to be appropriate. The Staffing Sub Committee is required to take a decision based on the Designated Independent Person's report. It is open to the Committee to impose a lesser sanction than that recommended but it cannot impose a greater sanction.

The specific allegations are as follows:

1. Development of the Lyme Green Waste Transfer Facility commenced without planning permission
2. The Council did not comply with EU regulations when awarding a contract to the Council's waste bulking contractor
3. The decision to appoint the main contractor for construction of the waste transfer facility, and incur expenditure, was taken without

- the necessary authority and broke Finance and Contract Procedure Rules
4. The engagement of a number of consultants who supported the Waste Transfer Project was not in accordance with the requirements of the Councils "Consultants Framework"
  5. Expenditure beyond the approved budget on the scheme was incurred, Finance and Contract Procedure Rules were broken and Officers Delegations were exceeded
  6. The requirements of the Council's Capital Strategy and Finance and Contract Finance Procedure Rules were not fully complied with as a partially completed Capital Appraisal Form (excluding revenue running costs) was submitted as justification for the investment in the Waste Transfer Station at Lyme Green and allowed to progress through the challenge process prescribed by the Capital Strategy
  7. Appropriate project management and governance was not applied to the development of Lyme Green
  8. These failures resulted in significant adverse publicity for the Council and undermined local confidence in the Council's Governance arrangements
  9. As part of this explore whether any Elected Members or members of the Public were misled with regard to the development of Lyme Green Waste Transfer Facility."
- (5) The Head of HR and Organisational Development be authorised, In consultation with the Chairman of the Staffing Committee, to make the necessary arrangements to enable the Sub Committee to begin the investigation.

The meeting commenced at 10.00 am and concluded at 12.38 pm

Councillor D Topping (Chairman)

## **CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Friday, 13th July, 2012 at Fred Flint Room, Westfields, Middlewich  
Road, Sandbach CW11 1HZ

### **PRESENT**

Councillor D Topping (Chairman)  
Councillor H Murray (Vice-Chairman)

Councillors J P Findlow, J Jackson, M Jones, B Murphy and D Newton

### **Councillors in Attendance**

Councillors B Burkill, M Grant, S Hogben, D Marren and A Moran

### **Officers**

Paul Bradshaw, Head of HR and Organisational Development  
Julie Davies, HR Strategy & Organisational Development Manager  
Julie Openshaw, Places Legal Team Manager  
Brian Reed, Democratic and Registration Services Manager  
Rachel Graves, Democratic Services Officer

### **5 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **6 DECLARATIONS OF INTEREST**

No declarations were made.

### **7 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of public present.

### **8 PAY POLICY STATEMENT 2012/13 UPDATE**

The Committee considered a report on the updated Pay Policy Statement for 2012-13.

Cabinet had recently made some changes to the Council's Termination and Severance policies and as a result the Pay Policy Statement Section 8 – Redundancy Payments and Payments on Termination, had been updated to reflect these changes.

Cabinet had decided to reduce the Council's voluntary redundancy terms as follows:

- the payment for voluntary redundancies was to be reduced from a multiplier (of the statutory formula) of 2.0 to 1.8.

- the maximum number of weeks payable would be capped at 50 weeks rather than the 60 weeks currently.

Cabinet had also agreed to amend the application of the discretionary power relating to the termination of employment on the grounds of efficiency. Under the Council's current policy, employees can only be released on grounds of efficiency where they are aged 55 and over and are members of the Local Government Pension Scheme. Under the new arrangement, termination payments, on the grounds of efficiency, can be made up to the same maximum value applicable under the Council's voluntary redundancy scheme to any employee regardless of age.

The Committee was also asked to approve amendments to the Pay Policy Statement relating to Compromise Agreements.

Currently the Pay Policy Statement confirmed that the final decision and approval for any compromise agreement and associated costs rests with the Chief Executive. Given that the Chief Executive cannot approve a compromise agreement for themselves, the Pay Policy Statement had been updated to state that the final decision and approval for any termination payments and the terms of any associated compromise agreement for the Chief Executive would be subject to approval by the Staffing Committee.

The Committee suggested that additionally the details of the Chief Executive's termination payment and terms of the compromise agreement should be reported for noting to the next meeting of full Council and that the indicative figures be included in the report. The relevant paragraph is amended to read as follows:

"Termination payments in addition to a payment in relation to contractual notice pay (and including any outstanding holiday pay) for the Chief Executive and the terms of any associated compromise agreement will be subject to approval by the Staffing Committee and reported to the next meeting of full Council for noting and to include the indicative figures."

**RESOLVED:**

That, subject to the additional wording in relation to the approval of the Chief Executive's termination payments, Council be recommended to approve the updated Pay Policy Statement for 2012-13.

**9 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:**

That the press and public be excluded from the meeting during the consideration of the following item pursuant to Section 100(A) 4 of the Local Government Act 1972 as amended on the grounds that they involved the disclosure of exempt information as defined in Paragraph 4 of

Part 1 and 2 of Schedule 12A of the Local Government Act 1972 and public interest would not be served in publishing this information

**10 SENIOR MANAGEMENT**

The Committee considered the report of the Borough Solicitor and Monitoring Officer.

**RESOLVED:**

That Council be advised to approve the recommendations, as set out in the Report.

The meeting commenced at 2.30 pm and concluded at 3.45 pm

Councillor D Topping (Chairman)

This page is intentionally left blank

## CHESHIRE EAST COUNCIL

### Staffing Committee

---

|                          |   |
|--------------------------|---|
| <b>Date of Meeting:</b>  | 18 October 2012   |
| <b>Report of:</b>        | Paul Bradshaw, Head of Human Resources & Organisational Development |
| <b>Subject/Title:</b>    | HR Update   |
| <b>Portfolio Holder:</b> | Cllr Barry Moran  |

---

#### **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**

- 6.1 No significant implications.

#### **7.0 Financial Implications (Authorised by the Director of Finance & Business Services)**

- 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**

- 9.1 No significant risks identified as a result of this update report. Risks relating to specific issues will be dealt with separately.

**10.0 Section Updates**

**10.1 HEALTH AND SAFETY**

**10.1.1 Inspection Programme**

10.1.2 Joint workplace inspections of services and locations have included:

- Places & Organisational Capacity Directorate - a matrix of joint inspections has been prepared within this Directorate, including completion dates, to keep track of whether inspections are on schedule and to act as a prompt for managers. A programme of Inspections has commenced at Tatton Park and has included the Rangers workshops, garages and the mess facility. Inspection and advice has also been given to the organisers of the Tatton Biennial Art Exhibits on exhibits to be viewed by the Public and to the RHS Flower Show at Tatton Park.
- Adults, Leisure Services and Libraries - inspections have included William Stanier Leisure Centre, Shavington Leisure Centre, Victoria Community Centre, Nantwich Pool, Macclesfield Leisure Centre, Poynton Leisure Centre, Brereton Pool, Congleton Leisure Centre and at Crewe Pool. There were no significant health & safety issues noted.
- Children & Families - annual Health and Safety Reviews have been undertaken at 2 Special schools, 8 Secondary schools and 42 primary schools. Local exhaust ventilation tests have been undertaken at 2 secondary schools.

**10.1.3 Route Risk Assessments in Waste & Recycling**

10.1.4 Following a visit from HSE in March 2012, the development of Route Risk Assessments in the Waste & Recycling service is a priority. The process involves the identification of hazards which Drivers and Loaders may encounter on all of the 580 collection rounds in the North & South of the Borough.

10.1.5 Symbols have been attached to 'Lockout' sheets for each road so that Drivers and Loaders understand the hazards which are present on each round. Each round will have a Route Risk Assessment Pack which contains a list of actions or control measures which are to be applied to mitigate the particular hazard.

10.1.6 Briefing sessions have been held with the Trade Union representatives in order to keep them involved and updated on progress.

**10.1.7 Corporate Health & Safety Apprentice**

10.1.8 The Corporate Health and Safety Service has been fortunate to take on an Apprentice, Stephanie Bretherton, who commenced in May 2012.

- 10.1.9 In September 2012, Stephanie was named as one of the 16 finalists for the 'A Team' Apprentice of the Year and through her hard work and commitment she is already proving to be a tremendous asset for the service.

#### 10.1.10 Delivery of Corporate Health & Safety Training

- 10.1.11 16 courses and briefing sessions (available via the Corporate Training Programme), have been delivered to 149 delegates – as detailed below:

| NO. OF COURSES | COURSE                                    | ATTENDEES  |
|----------------|---|------------|
| 1              | COSHH Training – Tatton                   | 12         |
| 1              | Schools specific half day Risk Assessment | 13         |
| 1              | Managing Safety in Schools                | 20         |
| 3              | PRIME                                     | 11         |
| 3              | Using a Defibrillator                     | 18         |
| 1              | Corporate Induction                       | 26         |
| 2              | Risk Assessment                           | 8          |
| 2              | Tool Box Talks                            | 18         |
| 1              | First Aid Re-qualification Course         | 9          |
| 1              | Manual Handling Training Course           | 14         |
| <b>16</b>      | <b>TOTALS</b>                             | <b>149</b> |
|                |   |            |

#### 10.1.12 Corporate Accident & Incident Statistics - Quarter 1 (01.04.12 – 30.06.12)

- 10.1.13 In Quarter 1, **1380** accident reports were entered onto PRIME, of which **31** were **RIDDOR** reportable to the Health & Safety Executive. This represents a continuing downward trend in the number of reportable incidents which are occurring, quarter on quarter (refer to Table 1 overleaf).

**Table 1: Total number of RIDDOR Accident / Incidents in Quarter 1**

| Quarter        | No. of Accidents & Incidents on PRIME | No. of RIDDOR Reports |
|----------------|---------------------------------------|-----------------------|
| Q3 2010 - 2011 | 1581                                  | 122                   |
| Q4 2010 - 2011 | 1637                                  | 142                   |

|                |      |    |
|----------------|------|----|
| Q1 2011 - 2012 | 1388 | 94 |
| Q2 2011 - 2012 | 1365 | 87 |
| Q3 2011 - 2012 | 2002 | 74 |
| Q4 2011 - 2012 | 1773 | 67 |

|                |      |           |
|----------------|------|-----------|
| Q1 2012 - 2013 | 1380 | <b>31</b> |
|----------------|------|-----------|

- 10.1.14 Care4CE reported a total of **426** accidents and incidents, **3** of which were **RIDDOR** Reportable. Overall, Care4CE reported **27.5%** of accidents in Quarter 1.
- 10.1.15 Overall, Schools reported **653** accidents and **3** incidents in Quarter 1.
- 10.1.16 Tatton Park reported **13** accidents in Quarter 1, and **0** incidents. **No RIDDOR** reportable accidents occurred.
- 10.1.17 Leisure Facilities reported **2 RIDDOR** out of 213 accidents in Quarter 1. There was **1** slip, trip and fall and **1** sports related injury.
- 10.1.18 Details of **RIDDOR** incidents during Quarter 1 are shown at Appendix 1 - by Division and Service Area and at Appendix 2 - by Division and Accident Cause.

## **10.2 ORGANISATIONAL DEVELOPMENT**

### **10.2.1 Apprenticeships**

- 10.2.2 The A-Team continues to be highly successful with approximately 70 young people currently on apprenticeship placements across the Council (including one placement in Health and Safety as outlined in 11.1.7 above and one in HR Delivery). The focus continues to be on delivering an apprenticeship model that is inspirational and sustainable, seeking collaborative opportunities within the community to further expand opportunities for young people within the Borough and beyond.
- 10.2.3 The recent A-Team Conference and Awards Ceremony was a huge success including Her Majesty's Lord Lieutenant of Cheshire, David Briggs MBE, Fiona Bruce MP, influential business and Council leaders as speakers and guests. 16 apprentices were nominated for the prestigious 'Apprentice of the Year' making the selection of just 3 winners a difficult decision.
- 10.2.4 The A-Team have also been recognised as national finalists in the [Training Journal's Best Apprenticeship Programme in the UK](#) up against some big name competition – BAM Nuttall Ltd, McCann Manchester, Midland Heart, Scottish Children's Reporter Administration and Thomas Cook Group PLC. Winners will be announced at the end of November.

### 10.2.5 Graduate Programme

- 10.2.6 Five new management trainees have recently started a two year Cheshire East graduate programme. Following a two week initial induction to provide strategic context and help orientation across the Council, the management trainees have commenced the first of four, six month placements. These challenging placements will provide the opportunity for the management trainees to make a valuable contribution to the priorities of Cheshire East, along side developing talent for the future.

### 10.2.7 Learning Lounge

- 10.2.8 The Learning Lounge, our new on-line learning zone, has been successfully launched across the Council. Many staff visited the Learning Lounge during a recent tour of key offices and locations, and more than 800 colleagues have enrolled onto on-line learning programmes over the last few months. This on-line learning facility will also be extended to members shortly.

- 10.2.9 The Learning Lounge can be used at work or at home to take advantage of a wide range of courses and personal development programmes. Departments such as Customer Services have created courses specifically for their staff and Revenue and Benefits will shortly be doing the same. The OD team have worked with other teams e.g. Procurement, Web Team, and Childrens Safeguarding to produce courses which everyone can use. This on-line development resource compliments other forms of learning by providing a cost effective and flexible means of learning in bite size pieces.

### 10.2.10 Performance Essentials

- 10.2.11 Further to the “our great journey” manager briefings earlier this year when we introduced the behaviours for success and outlined changes to the performance development review (PDR) process, a number of training and support initiatives - collectively known as “**performance essentials**” – are being introduced to build the skills and confidence of managers in delivering the highest levels of performance through their teams. These programmes are::

- **Creating a high performance climate** - an insightful two day development programme has been created for managers which focuses on the role of a manager, explores the impact of differing leadership styles and how through their actions and responses, managers can create a positive climate and enable their teams to deliver the highest levels of performance.

- **PDR Fundamentals** - following a successful pilot in Care4CE, a one day course has been developed which covers the key aspects of undertaking an effective Performance Development Review (PDR). The

course has been designed with team leaders and supervisors in mind to develop essential skills in agreeing SMART objectives, discussing the Behaviours, providing constructive feedback and arriving at a fair and consistent performance assessment.

- **Managing Performance and Capability** - there will be a few occasions when despite early intervention and support, managers, may need to tackle persistent and challenging performance issues. To support such situations a small number of one day courses are available to build skills and confidence in managing capability.

- **Oracle Performance Development** - following a successful pilot, the Oracle Performance Development (OPD) system will be implemented to Cheshire East staff with Oracle access between November and March. This system supports the PDR process by capturing, sharing and reporting performance information. Details of the roll out schedule, training and support will be provided over the coming months.

### **10.3 HR DELIVERY**

#### **10.3.1 HR Support**

10.3.2 The HR Delivery Team continues to support management in dealing with a range of casework including disciplinarys and grievances. .

10.3.3 In addition, there is an increasing requirement from managers for advice and assistance relating to TUPE situations both into and out the Council. As Cheshire East considers alternative service delivery models, this type of support and advice from HR is likely to become a heavier demand on the team.

#### **10.3.4 Attendance Management**

10.3.5 A strong focus remains on attendance management with the HR Delivery Team and line managers working closely together to address sickness absence.

#### **10.3.6 Actions taken to date**

10.3.7 A range of actions have been taken to address sickness absence across the Council. HR Business Partners are regularly taking reports to Directorate and Senior Management Teams which highlight those employees who have met triggers within the Attendance Management Procedure and ensuring that appropriate steps are taken to address this.

10.3.8 Absence management training has been rolled out at a corporate level and HR has also delivered targeted training both individual managers and management teams as appropriate and increased use has been made of case reviews involving managers, HR and Occupational Health Physicians, particularly in more difficult and complex cases.

10.3.9 An additional Occupational Health (OHU) clinic is being offered at Macclesfield Town Hall on a monthly basis to make appointments more easily accessible to employees based in the North of the Borough and two new OHU Advisers have been appointed by the Shared Service so that expert help and guidance is received as quickly as possible.,

10.3.10 A range of Health and Wellbeing events have been organised across the Council in order to promote a healthy lifestyle, raise awareness of important health issues and provide further support for staff. These are organised at no cost to the Council and have involved local companies, volunteers and partner organisations. They are proving very popular with staff and we hope to continue them.

**10.3.11 Future actions**

10.3.12 Automated email alerts notifying a manager when an employee has hit an absence trigger are due to be rolled out in November. These alerts will equip managers with additional tools to take further action in a timely way and in line with the Attendance Management Policy.

10.3.13 HR continues to work closely with our Occupational Health Service to identify pro-active health promotion strategies including stress management and improved ways of working such as manual handling training, to help reduce musculo-skeletal problems.

**10.3.14 Employee Assistance Programme**

10.3.15 One of the measures that could be adopted in order to proactively manage sickness absence and provide an alternative, cost effective counselling and support service for staff, would be to introduce an Employee Assistance Programme. Many organisations find that if their employees are referred for help/advice and counselling at an earlier stage, they are far less likely to have an extended period of absence and more likely to be able to control their individual stress levels.

10.3.16 Quotations from EAP providers indicate that the cost of the service would be in the region of £40,000 - £45,000, dependent upon what the scheme offers and the scope of employees covered by it. These costs exclude schools staff, however, schools could be offered the opportunity to buy back the service at a charge to the school should they so wish.

10.3.17 Further work will be undertaken to explore how an EAP could be funded.

**10.3.18 Redeployment**

10.3.19 Redeployment remains a key strategy to avoiding costly redundancies, retaining valuable skills and experience, and demonstrating that the Council values its employees and considers maintaining employment to be one of its priorities. Since April 2012, a further 58 people have been successfully redeployed, taking the total number redeployed to date to 409 since September 2009.

### **10.3.20 Employee Resourcing**

- 10.3.21 The HR Team undertook a lean review of recruitment during this quarter which resulted in a number of recommended changes to enable the process to become quicker and more efficient. An Action Plan is now in place with the majority of the recommendations expected to be in place by the start of quarter four.
- 10.3.22 Further improvements will be achieved through the implementation of an i-recruitment module in Oracle (the Council's HR Management Information System). This will enable on-line applications, the creation of "talent pools" and more automated communication between applicants and line managers.

## **10.4 HR POLICY & STRATEGY**

### **10.4.1 Equality and Diversity – Mandatory Training**

- 10.4.2 In order to improve understanding in this area, mandatory half day Equality and Decision Making courses for managers involved in budget and policy decisions, have been set up which will take place during November and early December. The aim of this facilitator led training is to equip managers with the knowledge and confidence to ensure equality of opportunity is embedded in all decision making.
- 10.4.3 There have been changes to legislation, with the Equality Act 2010 providing a single legal framework for equalities. In addition, recent cases have resulted in Local Authorities becoming increasingly vulnerable to challenge in relation to budget decisions made. Therefore it is important that managers are aware of their responsibilities and obligations.

### **10.4.4 Agency Workers**

- 10.4.5 The contract for the supply of agency workers was re-let in April 2012. The Council appointed Comensura as a neutral vendor to manage a supply chain of a wide range of recruitment agencies. Comensura has built a comprehensive list of suppliers and the Council now has 76 agencies that are able to supply to Cheshire East. These include national organisations as well as many local agencies
- 10.4.6 The contract is managed by HR and monthly management information is produced and reviewed. Managers and Finance Officers have the ability to run regular reports on their agency use via Comensura's online system – CNet.
- 10.4.7 Since the introduction of the new arrangements virtually all off contract spend has been eliminated and all new requirements for agency workers are being dealt with via the Comensura contract. The contract has also resulted in reductions in agency fees by approximately £70,000 since the 1<sup>st</sup> April 2012.

- 10.4.8 Over the coming months the Council will undertake a benchmarking exercise with Comensura to ensure that pay rates continue to be in line with the market and to investigate any further opportunities for savings.

**10.4.9 Employee Benefits**

- 10.4.10 The Council's salary sacrifice schemes for cars, child care vouchers and cycles continue to grow in popularity. It is anticipated that new schemes for computers and car parking will be consulted on and developed during 2013. As well as providing attractive benefits to employees these schemes provide savings for the Council as a result of reductions in Employer National Insurance Contributions.

**11.0 Access to Information**

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

Name: Julie Davies  
Designation: HR Strategy & OD Manager  
Tel No: 01270 686328

## APPENDIX 1

**TOTAL RIDDOR ACCIDENTS / INCIDENTS BY DIRECTORATE AND LOCATION  
QUARTER 1 (01.04.12 – 30.06.12)**

---

| <b>BUSINESS</b>                                  | <b>SITE</b>                                | <b>TOTAL</b> |
|--|--|--------------|
| <b>ADULTS COMMUNITY<br/>HEALTH AND WELLBEING</b> | 4a East Terrace                            | 1            |
|  | Carter House Day Centre                    | 1            |
|  | Crewe Swimming Pool                        | 1            |
|  | Knutsford Library                          | 1            |
|  | Lyceum Theatre                             | 1            |
|  | Macclesfield Leisure Centre                | 1            |
|  | Macon House Day Centre                     | 1            |
|  | Middlewich Civic Hall                      | 1            |
| <b>Sub Total</b>                                 |  | <b>8</b>     |
|  |  |              |
| <b>CHILDREN AND FAMILIES –<br/>NON-SCHOOLS</b>   | 113 Broad Street, Crewe                    | 2            |
|  | Underwood West Childrens Centre            | 1            |
| <b>Sub Total</b>                                 |  | <b>3</b>     |
|  |  |              |
| <b>CHILDREN AND FAMILIES –<br/>SCHOOLS</b>       | Adelaide Special School                    | 1            |
|  | Eaton Bank School                          | 2            |
|  | Gawsworth Primary School                   | 1            |
|  | Haslington Primary School                  | 1            |
|  | Kings Grove School                         | 2            |
|  | Malbank School and Sixth Form College      | 1            |
|  | Parkroyal Community School                 | 1            |
|  | Pear Tree Primary School                   | 1            |
|  | Springfield Special School                 | 1            |
|  | St Benedicts Catholic Primary School       | 1            |
|  | The Berkeley Primary School, Wistaston     | 1            |
|  | The Dingle Primary School                  | 1            |
|  | The Quinta Primary School                  | 2            |
|  | Wilmslow High School                       | 1            |
|  | Wistaston Green Primary and Nursery School | 1            |
|  | Wyche Primary School                       | 1            |
| <b>Sub Total</b>                                 |  | <b>19</b>    |
|  |  |              |
| <b>PLACES</b>                                    | West Park Workshop and Garages             | 1            |
| <b>Sub Total</b>                                 |  | <b>1</b>     |
| <b>TOTAL</b>                                     |  | <b>31</b>    |

---

## APPENDIX 2

**TOTAL RIDDOR ACCIDENTS / INCIDENTS REPORTED BY DIRECTORATE  
AND ACCIDENT TYPE QUARTER 1 (01.04.12 – 30.06.12)**

|   | CHILDREN, FAMILIES<br>& ADULTS |                             | CORPORATE<br>SUPPORT<br>SERVICES | PLACES<br>& OC | TOTALS    |
|---|--------------------------------|-----------------------------|----------------------------------|----------------|-----------|
|   | Adults                         | Children<br>and<br>Families |                                  |                |           |
| Assaulted by a Person                       | 0                              | 1                           | 0                                | 0              | 1         |
| Contact with Hot Liquids                    | 0                              | 1                           | 0                                | 0              | 1         |
| Contact with moving Machinery / Materials   | 0                              | 0                           | 0                                | 0              | 0         |
| Contact with Harmful Substances             | 0                              | 2                           | 0                                | 0              | 2         |
| Contact with Needles or Sharps              | 0                              | 0                           | 0                                | 0              | 0         |
| Fall from Height                            | 3                              | 0                           | 0                                | 0              | 3         |
| Hit By Moving Vehicle                       | 0                              | 0                           | 0                                | 0              | 0         |
| Hit by Moving / Flying / Falling Object     | 2                              | 4                           | 0                                | 0              | 6         |
| Hit by Something Fixed or Stationary        | 0                              | 2                           | 0                                | 0              | 2         |
| Horseplay                                   | 0                              | 0                           | 0                                | 0              | 0         |
| Ill Health                                  | 0                              | 0                           | 0                                | 0              | 0         |
| Injured whilst Lifting Handling or Carrying | 1                              | 1                           | 0                                | 0              | 2         |
| Slipped / Tripped or Fell on Same Level     | 1                              | 5                           | 0                                | 1              | 7         |
| Sports Injury                               | 1                              | 5                           | 0                                | 0              | 6         |
| Unknown Cause                               | 0                              | 1                           | 0                                | 0              | 1         |
|   | <b>8</b>                       | <b>22</b>                   | <b>0</b>                         | <b>1</b>       | <b>31</b> |

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank