

# Staffing Committee

## Agenda

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**Date:** Thursday 15th January 2015  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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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 top of each report.

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

1. **Apologies for Absence**

To receive any 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 meeting** (Pages 1 - 6)

To approve the minutes of the meeting held on 23 October 2014

5. **Health and Safety Update** (Pages 7 - 44)

To consider a report on Health and Safety matters within the Council

6. **HR and Organisational Development Update** (Pages 45 - 62)

To consider a report on HR and Organisational Development issues

7. **Senior Management Restructure - Executive Director Economic Growth and Prosperity** (Pages 63 - 70)

To receive the job description for the role of Executive Director, Economic Growth and Prosperity

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

The reports relating to the remaining items on the agenda have 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 Paragraphs 1 and 2 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**

9. **Senior Management Restructure - Executive Director of Economic Growth & Prosperity - Staff Implications** (Pages 71 - 74)

To consider the report of the Chief Executive

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Thursday, 23rd October, 2014 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor R Domleo (Chairman)

Councillors D Brown, J Jackson, F Keegan (Sub for Cllr H Murray), D Marren,  
B Moran, B Murphy and D Newton

**Officers**

Peter Bates, Chief Operating Officer  
Anita Bradley, Head of Legal and Monitoring Officer  
Brian Reed, Head of Governance and Democratic Services  
Alex Thompson, Corporate Manager Strategy and Reporting  
Bronwen MacArthur Williams, Corporate Health and Safety Manager  
Sally Gold, Legal Services  
Rosie Ottewell, Organisational Development Manager  
Dinah Robertson, HR Business Partner  
Rachel Graves, Democratic Services Officer

**7 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor H Murray.

**8 DECLARATIONS OF INTEREST**

Councillor J Jackson declared that she was a member of GMB.

**9 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**10 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 24 July 2014 be approved as a correct record.

**11 STAFFING APPEALS SUB COMMITTEE**

The Committee considered a report on the proposed appointment of a Staffing Appeals Sub Committee.

The revised Terms of Reference for the Staffing Committee, approved by Council in May 2014, included the consideration of Appeals as follows:

## **“Appeals**

For the Staffing Appeals Sub Committee to consider appeals from staff in the following circumstances:

- Appeals against dismissal
- Appeals against grievance
- Appeals against policy (but only the first appeal where the appeals are based on the same issues/circumstances)
- Group appeals covering more than one Department
- Appeals which have initially been heard by the Chief Executive e.g. appeals raised by members of the Senior Management Team
- Exceptionally where both sides agree referral to Members is appropriate.”

The Committee was formally requested to appoint the Staffing Appeals Sub Committee.

The report proposed that the Sub Committee would comprise three members, who would be selected from responses to an availability request from Democratic Services. The Chairman or (if not available) the Vice Chairman would determine the composition of the Sub Committee as required. In line with best practice, and in relevant circumstances in respect of particular appeals, it was proposed that provision should be made for an appropriate gender mix on the Sub Committee. This would be agreed with the Chairman of the Staffing Committee on a case by case basis.

It was recommended that the Terms of Reference for the Staffing Committee Sub Committee should be as follows:

“To hear and determine appeals in accordance with the Council’s approved personnel policies and procedures in respect of:

- Appeals against dismissal
- Appeals against grievance
- Appeals against policy (but only the first appeal where the appeals are based on the same issues/circumstances)
- Group appeals covering more than one Department
- Appeals which have initially been heard by the Chief Executive e.g. appeals raised by members of the Senior Management Team
- Exceptionally where both sides agree referral to Members is appropriate.”

## **RESOLVED:**

That a Staffing Appeals Sub Committee be appointed and that the Terms of Reference and Composition of the Staffing Appeals Sub Committee, as detailed in the report, be agreed.

## **12 2015/16 PRE BUDGET REPORT**

The Committee considered the 2015/16 Pre Budget Report. The budget would be set by Council in February 2015, once the consultation process had been completed.

The Pre-Budget Report gave details of how the Council currently intended to vary existing budgets to continue to maintain viable and sustainable services to local people. Significantly the report set out proposals to:

- Freeze Council Tax for a fifth consecutive year
- Enter in to no additional borrowing in 2015/16
- Maintain appropriate reserve levels that protect against risks
- React to changes in demand and existing budget proposals that can reduce net expenditure by £6.6m including:
  - Increasing spending in Adult Services
  - Forecasting income from growth in the tax base and increasing returns on investment
  - Reducing overall spending in all other service areas by targeted interventions.

### **RESOLVED:**

That the contents of the 2015/16 Pre Budget Report be noted.

## **13 HEALTH AND SAFETY UPDATE**

The Committee received a report which provided a general update on health and safety matters,

Following questions at the last meeting of the Committee on whether details of Alternative Service Delivery Vehicles (ASDVs) should be included in the report to Staffing Committee, the Head of Legal Services and Monitoring Officer advised that it would be more appropriate for the Cheshire Residents First Board to receive this information from the ASDVs and for the Board to issue an annual report to the Staffing Committee on the overall position.

The Corporate Health and Safety Manager reported that 13 corporate health and safety training courses had been delivered during quarter 2, which had been attended by 120 staff members.

Following the RoSPA award, feedback had been received on areas for improvement and it had been suggested that evidence on completed safety tours and use of occupational health services be included in future submissions. These points would be addressed in the 2015 Corporate Health and Safety portfolio submission.

The Corporate Health and Safety Policy was being refreshed and was currently in draft format. The draft had been circulated for comments including to Staffing Committee members. It was requested that

comments be provided to the Corporate Health and Safety Manager by 14 November 2014 in order for these to be included into the draft version. A further draft version would be consulted upon before being presented to the Staffing Committee in January 2015.

The Fire Prevention Policy had been updated with minor amendments to reflect the moving of more responsibilities from Asset Management to the managers responsible for running buildings – such as schools and centres. It was anticipated that the Policy would need to be reviewed again next year in order to reflect the outcome of further proposed changes. The Staffing Committee was asked to approve the updated Fire Prevention Policy.

The Quarter 2 corporate accident and incident statistics showed a total of 625 accidents in corporate core services, with 5 RIDDOR reportable accidents. Details of the monthly statistics for Quarter 2 were appended to the report.

**RESOLVED:** That

- (1) the report be noted.
- (2) comments on the draft Corporate Health and Safety Policy be provided to the Corporate Health and Safety Manager by 14 November 2014.
- (3) the updated Fire Prevention Policy, as appended to the report, be approved.

#### **14 HR AND ORGANISATIONAL DEVELOPMENT**

The Organisational Development Manager presented a report which provided a general update on human resources issues.

It was reported that work was underway on the actions to build the findings of the staff survey undertaken earlier this year. The work programme was attached to the report. The work programme included a range of manager and corporate actions to ensure that all employees understood, lived and consistently experienced the Council values.

The Making a Difference Employee Recognition Scheme had got off to a good start. During the first two months there had been a positive response to the nominations for employee and team of the month. In addition more than 50 “make my day” instant recognition acknowledgements were being sent each month. Preparations were underway for the celebratory event in December where employee, team and manager of the year would be announced, alongside a special Members’ choice award.

A ‘Coaching for Innovation, Change and Performance’ development programme had recently been piloted involving a mix of managers from

senior manager through to team leaders. Feedback from the pilot had been very encouraging and early indications were showing that taking a coaching approach was having a positive impact in terms of increased ownership, making breakthroughs on issues and releasing potential.

The Leave and Time Off Policy was being amended to also assist employees who were Foster Carers to paid time off work (up to 5 day). This policy amendment supported the Council's pro-active approach to Foster Caring across the Borough. The amendments were under discussion with the Trade Unions.

A working group had been established to carry out an end to end review of the Council's disciplinary, grievance and dignity at work policies and procedures to ensure that these were fit for purpose and suitable for ongoing and changing needs of the Council. The review had recommended changes to the Disciplinary Procedure to enable management to appoint external specialist investigator as necessary but in particular in relation to alleged sexual abuse or assault. It was also recommended that the Dignity at Work procedure be merged with the grievance procedure to enable flexibility and avoid duplication in process. These changes were being consulted on with the Corporate Leadership Board and Trade Unions prior to implementation.

The cumulative average days lost due to sickness in the second quarter 2014/15 were slightly higher than the previous financial year and a more detailed report on sickness absence would be brought to the next meeting of the Staffing Committee.

**RESOLVED:**

That the report be noted.

The meeting commenced at 2.00 pm and concluded at 3.25 pm

Councillor R M Domleo (Chairman)

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## CHESHIRE EAST COUNCIL

### Staffing Committee

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**Date of Meeting:** 15 January 2015  
**Report of:** Interim Head of HR & OD  
**Subject/Title:** Health and Safety Update

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#### **1.0 Report Summary**

- 1.1 This report provides an update on Health and Safety matters within the Council.

#### **2.0 Recommendation**

- 2.1 That the report be noted.

#### **3.0 Reasons for Recommendations**

- 3.1 To ensure that the Committee is kept up to date with Health and Safety matters.

#### **4.0 Wards Affected**

- 4.1 No specific ward affected

#### **5.0 Local Ward Members**

- 5.1 Not applicable

#### **6.0 Policy Implications**

- 6.1 Members are requested to comment upon the Draft Corporate Health & Safety Policy

#### **7.0 Financial Implications**

- 7.1 No direct implications arising from this report.

#### **8.0 Legal Implications**

- 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 HEALTH AND SAFETY UPDATE

Please note that data within this report refers only to employees working in schools and the corporate core.

### 10.1 DELIVERY OF CORPORATE HEALTH AND SAFETY TRAINING DURING QUARTER 3: 01.09.14 – 31.12.14

10.1.1 17 courses have been delivered across 170 staff from the Corporate Core and from Schools.

NO. OF COURSES	COURSE	ATTENDEES
2	First Aid at Work (3 days)	<b>19</b> delegates 13 Corporate 6 School
6	Emergency First Aid at Work (1 day)	<b>56</b> delegates 53 Corporate 3 School
2	First Aid Re-qualification (2 days)	<b>14</b> delegates 7 Corporate 7 School
1	IOSH Managing Safely (4 days)	<b>5</b> Corporate
1	IOSH Managing Safely Refresher (1 day)	<b>1</b> Corporate
1	Manual Handling (3 hours)	<b>10</b> School
1	Risk Assessment Workshop (3 hours)	<b>6</b> delegates 4 Corporate 2 School
2	AED Training for First Aiders (Corporate Buildings )	<b>9</b> Corporate
1	Corporate Induction	<b>50</b> delegates mixed Schools
<b>17</b>	<b>TOTALS</b>	<b>170</b>

### 10.2 SCHOOL VISITS AND INSPECTIONS UNDERTAKEN DURING QUARTER 3: 01.09.14 – 31.12.14

10.2.1 The following School visits and Local Exhaust Ventilation (LEV) tests were undertaken:

- Primary Reviews – 43
- Secondary Reviews – 4
- Special School Reviews – 1
- LEV Tests Design & Technology – 3
- LEV Tests Science – 2

## 10.2.2 Inspections undertaken involved:

- Hollins View
- Mayfields allotments
- Crewe Lights switch on
- Carter House
- Macon House
- Heatherbrae
- Nantwich Lights switch on
- Congleton Lights switch on
- Cheyne Hall

**10.3 REVISION OF THE CORPORATE HEALTH & SAFETY POLICY**

10.3.1 The Corporate Health and Safety Policy has been completely refreshed - attached at Appendix 1, and has passed along the agreed consultation route (i.e.: the Corporate Health & Safety Forum and now twice to the Staffing Committee). Members are advised that this is a final opportunity to make any further recommendations before the document is forwarded to the Head of Paid Service for approval.

**10.4 CORPORATE ACCIDENT & INCIDENT STATISTICS - QUARTER 3: 01.10.14 – 31.12.14****Total number of RIDDOR Accident / Incidents**

Reporting Period	No. of Accidents & Incidents on PRIME	No. of RIDDOR Reports
<b>Q1– Q4: 2011- 2012</b>	6528	322
<b>Q1– Q4: 2012- 2013</b>	5956	151
<b>Q1– Q4: 2013- 2014</b>	6271	113

<b>Q1: 2014- 2015</b> (including ASDVs)	1396	10
<b>Q2: 2014- 2015</b> (excluding ASDVs)	1037	21
<b>Q3: 2014- 2015<sup>1</sup></b> (excluding ASDVs)	1012	33

<b>Q3: 2014 – 2015: Accidents &amp; Incidents (excluding ASDVs) ( 01.10.14 – 30.11.14)</b>			
<b>Corporate Core</b>	<b>RR<sup>2</sup></b>	<b>Schools</b>	<b>RR</b>
499	12	512	21

<sup>1</sup> 01.10.14 – 30.11.14 data is shown with December 2014 stats to be presented to the meeting on 15.01.15

<sup>2</sup> RR – RIDDOR reportable accidents

- 1.2 From Quarter 3, the format of accident / incident<sup>3</sup> statistics which the Staffing Committee will receive every quarter, will reflect the:
- reduced number of staff remaining within CEC
  - identification of schools data – which is presented separately to corporate statistics
  - fact that statistics regarding Academies are no longer reflected in these figures - as Academies are now responsible for their own accident and RIDDOR reporting
- 1.3 These criteria follow guidance given by the Head of Legal Services and Monitoring Officer at the Staffing Committee on 23.10.14 - who advised that that it will be more appropriate for the Cheshire Residents First Board to issue an annual report to the Staffing Committee which includes the overall position of statistics regarding Alternative Service Delivery Vehicles – rather than the Staffing Committee receiving these quarterly via the Corporate Health & Safety Manager.
- 1.4 Statistics are now shown in relation to employee numbers and follow the HSE formula for calculating the Accident Frequency Percentage. Commentary is presented relating to a selection of specific accidents and incidents of note, in place of the former general comments and tables of data. Comparisons will be possible between quarterly figures on an annual basis (year on year) from Quarter 2 in 2015.
- 1.5 Monthly statistics for October and November 2014 are shown below. Statistics for December 2014 and relevant commentary on all statistics will be presented to the Staffing Committee at the meeting.

**ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.10.14 – 31.10.14**

		<b>Corporate Core employees: 4014<sup>4</sup></b>	<b>Schools employees: 4651</b>
<b>Accidents</b>	Employees	31	21
<b>Accident Rate Factor (Employees)</b>		7.7%	4.5%
	MOTP <sup>5</sup>	112	189
<b>Incidents</b>	Employees	110	3
	MOTP		
<b>A&amp;I Total</b>		<b>253</b>	<b>213</b>

<sup>3</sup> An incident is an event where no physical injury occurs, although this may still be RIDDOR reportable depending upon the circumstances – e.g. a fire, loss of electric power or a scaffold collapse.

<sup>4</sup> All employee numbers refer to head counts

<sup>5</sup> MOTP – Members of the Public

		<b>Corporate Core</b>	<b>Schools</b>
<b>RIDDOR</b>	Employees	0	1
	MOTP	10	9
<b>RIDDOR Total</b>		<b>10</b>	<b>10</b>

**ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.11.14 – 30.11.14**

		<b>Corporate Core Employees: 4011</b>	<b>Schools employees: 4660</b>
<b>Accidents</b>	Employees	35	32
<b>Accident Rate Factor (Employees)</b>		8.7%	6.9%
	MOTP <sup>6</sup>	114	263
<b>Incidents</b>	Employees	97	5
	MOTP		
<b>A&amp;I Total</b>		<b>246</b>	<b>300</b>

		<b>Corporate Core</b>	<b>Schools</b>
<b>RIDDOR</b>	Employees	1	3
	MOTP	1	8
<b>RIDDOR Total</b>		<b>2</b>	<b>11</b>

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<sup>6</sup> MOTP – Members of the Public

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## APPENDIX 1

## HEALTH AND SAFETY



Document No: <b>3</b>	Issue No: <b>Issue 1</b>	Issue Date: <b>January 2015</b> Review Date: <b>August 2015</b>	Responsibility / owner: <b>Corporate Health and Safety Team</b>
Title: <b>CORPORATE HEALTH &amp; SAFETY POLICY</b>			

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<b>Prepared by:</b> Corporate Health and Safety Team	<b>Approved for Issue by:</b> Head of Paid Service
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## REVISION TABLE

Document Number	Issue Number	Date issued	Revision / change
1	1	June 2010	Amendments to policy following annual review
1	2	April 2010	Amendments to policy following review
2	1	February 2012	Reformatting and restructuring
3	1	January 2015	Full revision and restructuring

# **CORPORATE HEALTH AND SAFETY POLICY STATEMENT**

The Council recognises that providing good health & safety management is fundamental to the delivery of its services to the people of Cheshire East.

Our aim is to create an environment where everyone can work safely and healthily and where all those affected by our work remain safe. The Council accepts its responsibility to do all that is reasonably practicable to ensure the health, safety and welfare at work of its employees.

We will achieve this by:-

- Complying with current health & safety legislation, guidance and best practice
- Identifying the risks in our activities and taking the necessary steps to manage those risks
- Ensuring that competent persons are available to provide health & safety assistance and technical advice
- Ensuring through training and assessment that everyone has the necessary competence to do their job safely
- Communicating and engaging with employees to ensure that everyone understands how to keep themselves and others safe and healthy
- Consulting with employees on all work related health & safety issues.
- Committing to a process of continuous improvement in our health & safety performance by monitoring results and forward planning

The Council expects all staff to go about their work with the proper concern for the safety of themselves and others. It also expects the same support and cooperation from contractors, partners, visitors and persons using its facilities.



Mike Suarez  
Chief Executive

12.08.13 – 11.08.15



## **2.0 INTRODUCTION**

- 2.1 Under the Health and Safety at Work etc Act 1974, Cheshire East Council, as the employer, is responsible for the health, safety and welfare of all of its employees and any other persons using Council premises. In addition, it is the legal responsibility of every employee whilst at work, to take reasonable care for their own health and safety and for that of their colleagues and others such as service users and members of the public. Employees should also co-operate with management arrangements for complying with all regulations, codes of practice, safety instructions and statutory requirements.
- 2.2 The Council is committed to providing and maintaining a safe and healthy place of work with adequate welfare arrangements. The Council will also ensure that all employees receive sufficient training and support in order for them to carry out their work with minimum risks to their health and safety and to the health and safety of others who may be affected by these work activities.
- 2.3 The provisions contained within this policy will ensure that health and safety is an integral part of the corporate risk management process, and the health and safety management system contained within the HSE guidance note HS(G) 65 will be followed.
- 2.4 In addition to the Corporate Health and Safety Policy, guidance notes relating to specific health & safety issues will be available, which must be adopted by Directorates and Corporate services. Service Managers must ensure that clearly defined standards and operating procedures relevant to their service activities are in place and that these are known and understood by all persons under their control.
- 2.5 The Corporate Health & Safety Policy will be presented to the Corporate Health and Safety Forum and Staffing Committee for consultation in accordance with the agreed processes and then to the Head of Paid Service for approval.

## **3.0 ORGANISATION**

This section of the Corporate Health and Safety Policy sets out the roles and responsibilities of key stakeholders within the Council. It also outlines the Council's expectations of those who are not employees e.g. partner organisations, contractors, service users, visitors and members of the public, where these people have contact with the Council. The policy relates to Cheshire East Council employees only and does not include employees from Alternative Service Delivery Vehicles.

### **3.1 Elected Members**

- It is the responsibility of Elected Members to monitor the Council's Corporate Health and Safety Policy.
- The Chairman of the Staffing Committee is the Council Member with specific responsibility for strategic health and safety matters (i.e.: the 'Health and Safety Champion') and will be briefed by the Head of HR & OD on operational matters of particular importance e.g. serious accidents.
- Portfolio Holders who have specific responsibility for Directorate and Corporate Services will also be responsible for monitoring relevant health and safety procedures.

- Elected Members must ensure that sufficient priority is given to the allocation of resources for the provision of health, safety and welfare, including ensuring that health and safety is an integral part of all processes including procurement.
- Elected Members are responsible for ensuring that they fully consider all the relevant health, safety and welfare implications of any report or plans presented for their deliberation.

### **3.2 Chief Executive**

The Chief Executive is ultimately responsible to the Council for ensuring the effectiveness and implementation of the Council's Corporate Health and Safety Policy and management procedures. These responsibilities will be met by:

- Ensuring that sufficient resources are allocated for the implementation of health, safety and welfare. This will be achieved in part, through the setting of safety performance standards and by the promotion of a positive safety culture throughout the organisation
- Ensuring the appointment of competent persons to assist in the management of health, safety and welfare
- Actively encouraging and visibly promoting good health and safety practice
- Setting a personal example through demonstrating awareness, knowledge and a positive approach to all relevant health and safety issues

### **3.3 Chief Operating Officer, Directors, Heads of Corporate Services and Head Teachers**

The Chief Operating Officer, Directors and Heads of Corporate Services are responsible and accountable for achieving the objectives within the Corporate Health and Safety Policy across their respective portfolios. In particular, they will ensure that their Officers know and accept their responsibilities under the Council's Corporate Health and Safety Policy and that they are able to carry out those responsibilities. They are required to:

- Create a positive health and safety culture, which secures the involvement and active participation of employees at all levels and includes third parties (e.g. contractors and members of the public) where appropriate
- Ensure that appropriate health and safety management arrangements are in place and those employees with health and safety responsibilities are clearly identified and have sufficient knowledge, experience, time and resources to carry out their responsibilities effectively. In addition, all employees within each Directorate must understand their individual responsibilities for health and safety
- Ensure that all relevant statutory requirements, codes of practice and safe working practices are appropriately applied throughout each Directorate
- Incorporate health, safety and welfare considerations into their Business Plans, including targets for improving health and safety performance

- Ensure the availability of sufficient resources in order to enable work to be undertaken in a manner that is free from hazard and potential risks to employees so far as is reasonably practicable and to delegate responsibilities where appropriate
- Ensure that Line Managers and other employees are adequately trained in health and safety and properly instructed in the work that they are required to carry out
- Monitor health and safety activity within the Directorate and conduct regular reviews of performance based on the data collected
- Ensure that contractors are properly vetted, selected and monitored with regard to their health and safety performance
- Investigate accidents, diagnosed occupational ill health, incidents / dangerous occurrences with a view to implementing measures to ensure that any failures of control are rectified and any necessary improvements in control measures identified and implemented

The Chief Operating Officer, Directors and Heads of Corporate Support Services may achieve the above by the process of delegation, where appropriate, to the relevant Service Manager as detailed in their particular Directorate Health and Safety Policy

### **3.4 Head of Human Resources & Organisational Development (HR & OD)**

The Head of HR & OD is the named senior officer with specific responsibility for health and safety and as such has the following responsibilities in addition to those listed above:

- Liaising with the Health and Safety Executive and other enforcing bodies
- Liaising with the Executive Member nominated as the Health & Safety Champion with regard to health and safety matters
- Visibly demonstrating a commitment to achieving and maintaining a high standard of health, safety and welfare performance
- Presenting policies and reports to the Corporate Leadership Board and joint consultation bodies (as necessary)
- Liaising with the Corporate Health and Safety Manager on corporate health & safety issues
- Ensuring that each Directorate / Corporate service has access to sufficient health and safety advice
- Managing the implementation of health and safety policies and supporting documentation
- Consulting with the Trade Union Health and Safety Representatives

- Ensuring that adequate resources are available to implement adequate health, safety and welfare facilities
- Ensuring co-operation with other parts of the Council and that adequate arrangements are in place for consultation with staff (and their representatives) on health, safety and welfare issues

### **3.5 Service Managers and Heads of Departments in Schools**

Service Managers and Heads of Departments in Schools are responsible and accountable for ensuring that all health and safety issues are addressed appropriately within their service areas and will achieve this by:

- Ensuring compliance with all applicable statutory and Council requirements including initiating disciplinary procedures against employees who persistently neglect to carry out their health & safety responsibilities
- Monitoring the arrangements made to implement Corporate, service specific Safety Policies and service specific guidance in order to ensure their effectiveness and to report periodically to the relevant Director
- Setting targets which lead to the improvement of health & safety performance as part of the business planning process e.g.: through their Business Plans / Service Delivery Plans
- Clearly defining safe operating procedures and instructions and ensuring that these are known and understood by all the personnel under their control
- Carrying out suitable and sufficient assessments of any risks to health and safety that employees may be exposed to whilst at work and in addition, assessing the risks to the health and safety of persons not in the employment of the Council, but who may be exposed to such risks arising out of or in connection with the Council's undertaking
- Carrying out regular formal safety inspections of each facility within their remit to ensure that all relevant health and safety legislation is being complied with, including safe systems of work and safe plant, equipment, fixtures and fittings. Inspections should be recorded and the records retained
- Ensuring that health and safety issues are fully considered when planning new systems of work and purchasing new plant and equipment
- Ensuring that there is sufficient health & safety training for their employees and that training records are maintained
- Reporting all accidents / incidents / near misses on the electronic accident reporting system (known as PRIME) within 3 days of occurrence

NB: Serious accidents and dangerous occurrences should be reported immediately to the relevant Senior Health & Safety Adviser in order that a report can be made to the HSE via PRIME.

### 3.6 Line Managers and Supervisors

Line Managers are responsible for communicating and ensuring compliance with the health and safety management system for all areas, people and activities under their control. They will achieve this by:

- Ensuring that they are familiar with all statutory codes of practice and Council requirements and ensure that they operate within them. Regular checks should be undertaken to ensure compliance against actual practices
- Ensuring that all employees under their control know and accept their responsibilities as laid out in the Corporate Health and Safety Policy and are trained and equipped in order to meet those responsibilities
- Ensuring that all new employees are informed of any hazards present in the work that they are to carry out and are fully inducted and trained in how to deal with these hazards including being aware of all relevant safety measures that need to be taken
- Ensuring that all relevant work methods, codes of practice etc are known, understood and observed and that all relevant risk assessments have been undertaken
- Ensuring that all work is organised to prevent unnecessary risks to employees and to any members of the public who may be affected by the work activities
- Providing and maintain plant and systems of work that are, so far as is reasonably practicable, safe and without risk to health
- Ensuring that all relevant health & safety inspections are undertaken at the required intervals
- Ensuring that high standards of housekeeping are maintained
- Becoming familiar with PRIME (the electronic accident reporting system) and report and investigate all accidents and dangerous occurrences without delay

NOTE: Where an employee raises a concern relating to any health and safety issue, then the Council (usually through the Manager or Supervisor) will take all necessary steps to investigate the circumstances, implement any corrective measures that may be required and inform the employee of the action that has been taken.

### 3.7 Building Managers (including Head Teachers) are responsible for managing and co-ordinating health and safety issues for the building including:

- Control of asbestos
- Management of Legionella
- Fire risk assessments and procedures
- Supervision of contractors
- Emergency and contingency planning
- Provision of first aid facilities

- Building Managers should liaise with the Facilities Management Service to ensure that building related risk assessments are carried out and any necessary actions such as maintenance and repairs are undertaken within reasonable timescales
- Building Managers should ensure that co-ordinated inspections of common areas within their premises are undertaken, so that the building and equipment are safe and properly maintained
- Building Managers will also ensure that records are kept and employees informed of the control measures necessary to minimise the risks to health and safety of the building users

**3.8 The Corporate Health and Safety Manager will:**

- Liaise with the Head of HR&OD on health and safety issues
- Prepare the Corporate Health and Safety Policy for approval by the Head of Paid Service
- Prepare health and safety guidance notes and documentation which support the Corporate Health and Safety Policy
- Provide clear and timely health and safety advice to Council Members, the Head of Paid Service, Directors, senior managers and other employees
- Encourage effective links with relevant stakeholders to improve health and safety performance
- Monitor the Corporate Health and Safety Policy and its associated guidance notes and documentation
- Remain informed of any changes in legislation and best practised developments
- Via PRIME, maintain a corporate wide register of accidents / incidents and near misses and notify the Health and Safety Executive of accidents and dangerous occurrences as necessary

**3.9 Corporate Health and Safety Advisers will:**

- Be responsible to the Corporate Health & Safety Manager for delivering a professional support service to all Council managers and employees
- Provide advice to managers and employees on all matters relating to health safety and welfare
- Advise upon and monitor Departmental health and safety procedures for consideration at Health and Safety sub Forums and other consultation meetings



- Contribute to the preparation of policies / guidance notes and offer advice on identifying effective control measures to the services which they support
- Investigate accidents and violent incidents and recommend remedial actions to prevent recurrence
- Liaise with and consult with Trade Union Health & Safety Representatives and representatives of employee safety

### **3.10 Employees – all employees must:**

- Comply with all the health & safety rules and regulations relating to their area of responsibility
- Take care to ensure that they do not injure themselves or others by their acts or omissions including ensuring that they do not put the general public at risk by any work that they carry out
- Co-operate with the implementation of the Corporate Health and Safety Policy by acting with due regard for their own health, safety and welfare and that of others who may be affected by their acts or omissions
- Ensure that they are fully aware of and understand any safe operating procedures and specific job instructions for any work that they may be required to undertake and to use only the correct equipment
- Undertake any job instruction and safety training that may be required
- Report any matters, including hazards, which could put themselves or others at serious risk to their line manager
- Not interfere with or misuse any equipment provided for health, safety or welfare
- Report accidents / incidents as soon as possible and on PRIME whenever possible
- Co-operate with investigations into health & safety accidents / incidents / near misses
- Assist in the maintenance of good housekeeping standards
- Not damage or misuse any welfare facilities provided

NB: It should be noted that employees who persistently fail to carry out their responsibilities for health and safety will be subject to disciplinary action.

### **3.11 Contractors, Partner Organisations and Commissioned Services**

The Council will work together with partner organisations and other key stakeholders to ensure that health and safety is taken into account where joint working takes place. The

Council will also ensure that there is proper liaison with external organisations such as enforcement and inspection bodies

Where contractors are used to carry out functions on behalf of the Council, they will be appropriately selected, vetted where necessary and subsequently monitored to ensure their work is in accordance with the Council's policy on health and safety

The Council as the commissioning authority will ensure that the responsibilities and requirements of each ASDV are accounted for as part of the new contractual arrangements. In remaining the corporate landlord, the Council retains a range of responsibilities e.g.: a retained schedule of health and safety inspections

**3.12 Temporary and Agency workers** shall, for the purposes of the Council Health and Safety Policy, be regarded as employees of the Council.

**3.13 Trainees and work experience student** shall be deemed to be 'employees' of the Council in accordance with the Health and Safety (Training for Employment) Regulations 1990

**3.14 Trade Union Health and Safety Representatives**

Trade Union Health and Safety Representatives have the same responsibilities as other employees. However, in addition to these responsibilities they also have rights under the Safety Representatives and Safety Committees Regulations 1977 and under agreed arrangements with the Council are permitted to:

- Carry out health and safety inspections – preferably in conjunction with managers
- Receive information from the employer regarding matters of health and safety
- Be involved in the consultation process on health and safety policies and procedures
- Carry out their own accident investigations

**4.0 ARRANGEMENTS**

Arrangements for implementation of the Corporate Health & Safety Policy include the following:

**4.1 Corporate Health & Safety Service**

The Council is supported by a Corporate Health & Safety Service. This includes a number of trained and competent health and safety practitioners who are able to offer advice on all aspects of health and safety including advice on the completion of risk assessments. Their roles and responsibilities are outlined in paragraphs 3.8 and 3.9 above.



## 4.2 Occupational Health Unit

The Occupational Health Unit is a shared service which is delivered equally to this Council and Cheshire West & Chester. The Unit is responsible for advising on and assisting with work-related health issues and will provide:

- Help in managing sickness absence through medical assessments
- Advice on rehabilitation / return to work procedures
- Pre-employment screening
- Health surveillance and assessments
- Advice and guidance on work-related health matters
- Retention of employee health records for a minimum of 40 years

## 4.3 Information, Instruction and Training

The Council will ensure that employees receive sufficient information, instruction and training to secure their health and safety. Each employee will be provided with adequate health and safety training:

- On appointment
- Before being required to carry out new or unfamiliar tasks, especially when required to use new equipment, plant or machinery
- Periodically refreshed to ensure skills, knowledge and competence remain

Specific job-related training will be identified by line manager during performance, review and development interviews and it is each employee's responsibility to participate in appropriate training and to incorporate the learning into their workplace

## 4.4 Consultation and Communication

The Council recognises the importance of consulting with employees in health, safety and welfare matters and acknowledges the contribution that trade union health and safety representatives, representatives of employee safety and the Corporate Health & Safety Forum make towards the achievement of high standards of health and safety. The Council will provide reasonable facilities and assistance so that representatives and Forums can carry out their health & safety functions.

The Council has an established Corporate Health & Safety Forum, which meets three times per year and reviews the health and safety performance of the Council. The Forum comprises representatives from both the employer and employee sides and is chaired by the Head of HR&OD. Further details of the objectives, structure, administrative arrangements and managerial issues related to the Forum are given in its constitution.

Trade union health and safety representatives are encouraged to assist in playing an informed part in promoting health and safety at work and are required to give managers reasonable notice of their intention to carry out inspections, to provide written reports following such inspections and to follow the Council's procedures when disputes over health and safety issues arise.

The Corporate Health & Safety Forum Constitution and Guidance on Consultation and Communications are available on the Corporate Health & Safety page of CEntranet

#### **4.5 Related Health and Safety Issues which are managed by other services:**

##### **4.5.1 Facilities Management's remit includes the management of:**

- Access and Egress
- Asbestos
- Electricity
- Fire (Fire documentation has been prepared by the Corporate Health & Safety Service and is detailed below. Management of Fire issues remains with Facilities Management)
- Legionella
- Lighting
- Permits to Work
- Ventilation
- Washroom and Toilet Facilities

Details are available on Facilities Management page on CEntranet. The Property East contact number (formerly FM Helpdesk) is 01270 686888.

##### **4.5.2 Smoke Free Workplace Policy**

The Smoke Free Workplace Policy is managed by the Workplace Public Health Manager, Public Health Service.

Details are available on the Public Health page on CEntranet.

#### **4.6 Monitoring and Auditing of the Corporate Health and Safety Policy**

The Council recognises the importance of regular monitoring of the Corporate Health & Safety Policy and this will take place through:

- Corporate Health and Safety Forum
- Departmental Health and Safety sub forums
- Site visits and inspections
- Risk management meetings
- Sickness absence data
- Annual employees survey
- Accident / incident data
- Consultation meetings with the Trade Unions and their Safety Representatives

The Council will ensure that such monitoring is sufficient to ensure policies and procedures are effective and meet the requirements of HS(G)65 'Effective Health and Safety Management'

## 4.7 Policy Review

This policy will be reviewed as a result of:

- Changes in safe working practices
- Up-dated knowledge of hazards
- Changes in Council structures
- Accidents or occupational ill-health issues
- Enforcing authority action

Notwithstanding the above, the policy will be refreshed in by August 2015 so that it runs in tandem with the review of the Corporate Health and Safety Policy Statement.

## 5.0 SPECIFIC HEALTH and SAFETY POLICIES

Specific health & safety policies are detailed below. Supporting procedures and guidance notes are available on Corporate Health & Safety pages on CEntranet. Managers and supervisors will be responsible for implementing these policies in all the areas under their control. Elected Members are expected to comply with all relevant policies.

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## 5.1 ACCIDENT and INCIDENT REPORTING

The Council demonstrates its commitment to accident and incident reporting through provision of access to an electronic accident / incident reporting system, known as PRIME. This system must be used to record all accidents, incidents (including acts of non-consensual violence), dangerous occurrences and near misses involving employees, members of the public, visitors and contractors - where accidents occur as a result of activities undertaken by Council employees in the course of their employment.

The Corporate Health and Safety Team is responsible for reporting accidents which are notifiable to the HSE under RIDDOR\* Regulations. This will be done via PRIME.  
\*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

The Chief Operating Officer, Directors and Heads of Corporate Services are responsible for investigating all accidents, incidents, dangerous occurrences and near misses within their areas of remit, in order to identify the cause and the appropriate steps needed to prevent a recurrence. In the event of a serious accident / incident or near miss, the manager or supervisor must ensure that the scene remains undisturbed (other than as far as is necessary to assist any casualties) until a Corporate Health & Safety Advisor (and

where relevant a Health and Safety Executive Inspector) has visited and completed their investigations.

An Accidents and Incidents Reporting and Investigation Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.2 BLOOD, BODY FLUIDS and BLOOD BORNE VIRUSES**

Blood-borne viruses (BBVs) are viruses that some people carry in their blood and which may cause severe disease in certain people with few or no symptoms in others. The virus can spread to another person, whether the carrier of the virus is ill or not. The main BBVs of concern are Hepatitis B virus (HBV), Hepatitis C virus and Hepatitis D virus, which all cause hepatitis (a disease of the liver) and Human Immunodeficiency Virus (HIV) which causes Acquired Immune Deficiency Syndrome (AIDS) - which affects the immune system of the body.

Although these viruses can also be found in body fluids other than blood, the risk of infection by blood or body fluids is low for the majority of occupations, as direct contact with blood or body fluids does not occur regularly. The nature of the exposure is of crucial importance when deciding on the likelihood of infection occurring and not all exposures will result in infection. BBVs are mainly transmitted by direct exposure to infected blood or other body fluids contaminated with infected blood. They may also be transmitted sexually.

In the workplace, exposure can happen through accidental contamination with infected blood or body fluids by a sharp instrument, such as a needle or broken glass. Infection may also spread if open wounds, skin abrasions, patches of eczema or the eyes (via splashes) become exposed to infected blood or body fluids

The Council acknowledges its commitment to managing any issues of BBV within its workplaces, with managers being responsible for consulting their employees and safety representatives on the risks identified for working with BBVs and the measures needed to prevent or control these risks. This should be documented as a risk assessment.

A Prevention and Management of Occupational Exposure to Blood, Body Fluids & Blood-Borne Viruses Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.3 BOMB THREATS and SUSPICIOUS PACKAGES**

The Council has procedures and arrangements in place for dealing with bomb threats and the receipt of suspicious letters or packages.

As soon as it is clear that a caller is making a bomb threat, the recipient should let the caller finish the message without interruption. While the caller talks, record the message exactly and also listen for clues - be calm – listen carefully – report exactly. The senior site manager will decide what action is required and will co-ordinate the evacuation of the building if this is necessary.

As well as being aware of the possibility of bombs, employees should also note that individuals or organisations linked to extreme political group may send biological agents such as anthrax through the post as an alternative means of terrorist attack. The procedures for dealing with these types of letter or package are the same as those for suspect letters or packages. Any suspicious letter received or suspect package discovered in the building must not be handled. The senior site manager must be notified immediately. If a letter or package is opened or otherwise breached then the Emergency Planning Unit should be contacted in addition to a Senior Officer.

A Dealing with Bomb Threats and Suspicious Packages Guidance Note is available on the Corporate Health & Safety page of CEntranet

#### **5.4 CONTROL OF SUBSTANCES HAZARDOUS TO HEALTH**

The Council will ensure that all reasonable steps are taken to either prevent the exposure of employees to hazardous substances or to control the level of exposure so that it remains within statutory limits.

This will be achieved by designing and operating processes and activities to minimise emission, release and spread of substances hazardous to health and when developing control measures, considering all relevant routes of exposure i.e.: inhalation, skin absorption and ingestion. The most effective and reliable control options will be selected which minimise the escape and spread of hazardous substances and where adequate control of exposure cannot be achieved by other means, suitable personal protective equipment will be provided. The introduction of control measures must not increase the overall risk to health and safety.

When exposure to a hazardous substance is unavoidable as it cannot be replaced with another substance or process which either eliminates or reduces the risk to health, then exposure will be controlled by engineering means where practicable. Where these cannot be used, then appropriate PPE will be provided free of charge following consultation with employees or their representatives.

All employees will be provided with appropriate information and training on the nature and correct use of the hazardous substances with which they are working and will be informed of the results of any monitoring or health surveillance that is undertaken. Information on any hazardous substances used in the workplace is provided to others who may be affected - such as contractors and visitors.

Managers will ensure that an inventory of all the substances hazardous to health for each site / area of activity is maintained along with the appropriate hazard information. Competent persons will be appointed to carry out risk assessments of the potential exposure of persons to hazardous substances and to advise on any control measures that may be required where elimination or substitution of the hazardous substance is not possible. Assessments will be reviewed on a regular basis e.g. every two years or more frequently where this is deemed to be necessary. Where a risk assessment indicates that health surveillance is required then the manager / supervisor will arrange a programme with the Occupational Health Unit. Employee health records containing HSE approved details will be kept for a period of 40 years from the date of the last entry by the Occupational Health Unit.



A Control of Substances Hazardous to Health Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.5 DISPLAY SCREEN EQUIPMENT**

The Council acknowledges that health and safety hazards may arise from the use of display screen equipment (DSE) although in general, this equipment can be used without undue risks to health arising. To ensure that employees gain a full understanding of the issues involved, the Council will endeavour to provide them with the appropriate information and training.

All DSE users will be asked to ensure that they carry out a regular self assessment of each workstation which they regularly use and all necessary measures will be taken by their manager to remedy any risks that are identified. Employees will be advised of the arrangements for eye and eyesight testing and of the procedure for reimbursement of costs against the purchase of basic special corrective appliances (usually spectacles) where these are required specifically for display screen equipment work. These arrangements also extend to persons who are not in direct Council employment - such as temporary staff.

A Display Screen Equipment Guidance Note and Eye Sight Tests for DSE Users guidance are available on the Corporate Health & Safety page of CEntranet

## **5.6 DRIVING AT WORK**

The Council is responsible for ensuring the safety of all employees whose job involves the transportation of goods, animals (e.g. dog wardens) or people (e.g. Social Services minibuses and school buses) and who are required to drive as part of their employment.

To meet this requirement, managers will ensure that suitable and sufficient risk assessments are produced and that all employees who drive on Council business are competent and have met the required statutory provisions with regard to fitness. Any necessary training will be provided in order to reduce driving related occupational risks and all vehicles provided by the Council should be suitable for the purpose for which they are to be used. Managers should monitor that vehicles are suitably taxed, insured and carry a current MOT when employees provide vehicles themselves. Supplementing this, all reasonably practicable measures will be taken to develop and maintain a culture of risk awareness in all drivers, so that no employee driving on Council business will feel encouraged to drive in a manner that may increase the risks to themselves and other road users.

Further guidance is available regarding vehicles, vehicle maintenance, safe working hours, lone working, driver training, mobile phones, hazards to be considered in risk assessments and daily vehicle checks.

A Driving at Work Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.7 DRUG, ALCOHOL and OTHER SUBSTANCE MISUSE**

The Council is committed to ensuring that the use of any substances by anyone on its premises, does not impair the safe and efficient running of the organisation or put at risk the health, safety or welfare of its employees, clients, pupils, service users, contractors, visitors or the general public. This also applies to use within vehicles and on all occasions when the employee is away from home on Council business.

Included in the term 'substances' are alcoholic drinks, controlled substances (any substance which is listed under the Misuse of Drugs Act 1971, which also includes solvents), prescribed drugs (those drugs that are lawfully obtained over the counter in any pharmacy or retail outlet which have been prescribed by a doctor or other medical practitioner) and purchased medication (drugs which are purchased over the counter in any pharmacy or retail outlet).

No employee, Elected Member, client, pupil, service user, contractor, visitor or member of the general public shall consume, smoke, inject or inhale any illicit / controlled substance (including solvents) during work time / school time or whilst working in or visiting any Council premises. The disciplinary procedure may be triggered if this policy is contravened.

Employees should not normally drink alcohol during working hours (exceptional cases may include Christmas Parties or similar) and Elected Members must also comply with this when attending their business meetings – either on Council premises or when undertaking surgeries with constituents. Similarly, all employees who are essential car users, regular car users, employees who are employed to drive and all employees driving during work hours, should not drink alcohol during work hours and in other relevant situations - for example school staff during educational visits. This also applies to Elected Members driving their cars for Council business. The disciplinary procedure may be triggered if this policy is contravened.

A Drugs, Alcohol and Other Substance Misuse Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.8 ELECTED MEMBERS**

The Council acknowledges that one of the most important roles of an Elected Member is to keep in touch with his / her local community.

The arrangements for personal safety, which each Elected Member should make when fulfilling this role, will vary according to local circumstances and Elected Members will decide themselves how to be accessible to their local constituents. Examples of safety procedures for Elected Members to follow when undertaking constituency business, is available to reference.

A Personal Safety for Elected Members Guidance Note is provided on the Corporate Health & Safety page of CEntranet

## **5.9 EMERGENCY PROCEDURES**

Whilst the Council fully intends to ensure that any risks arising from work activities are eliminated or reduced to a minimum, it cannot be assumed that a major incident will never



occur. The likelihood of such an incident occurring is remote, provided that all risks are adequately controlled. However, as the consequences of such an event are likely to be extremely serious, the Council is committed to taking measures to ensure that there are emergency procedures in place to minimise the risks of injury and damage should such an event occur.

The Council will endeavour to provide the required information and training to all employees and, when required, to contractors and visitors.

Where necessary, liaison with the emergency services will take place in order to confirm these arrangements. The procedures to be followed by employees in the event of an emergency situation will include raising the alarm, safely using a means of escape, reporting to assembly points and safe havens, summoning the emergency services and evacuating disabled persons

Written emergency procedures will be displayed in all Council buildings and will include details of the responsibilities of appointed persons. Arrangements will cover night and shift working, weekend working and closures for holidays. Evacuation exercises, testing and checking of emergency equipment, and the inspection of means of escape will be undertaken at regular intervals and all access routes for the emergency services and all escape routes will be kept clear at all times. Floor plans will be drawn up of premises belonging to the Council which contain details of any hazards present on the site e.g. chemical stores, gas cylinders etc. Emergency plans will be updated at regular intervals and training in emergency procedures will be provided to employees as necessary - including for those with specific responsibilities

A Dealing with Emergencies Guidance Note and a Personal Emergency Evacuation Plan (PEEP) – see also section 21 - are available on the Corporate Health & Safety page of CEntranet

## **5.10 FIRE**

The Council will, so far as is reasonably practicable, ensure that measures are taken to minimise the chances of fire breaking out in the premises under its control. As there is always a possibility of fire, regardless of how many controls are in place, the Council will implement systems to deal with this eventuality and these will be monitored on a regular basis to ensure that they are adequate. Systems will include regular fire evacuation exercises, inspections of the means of escape, and regular maintenance of the fire warning systems and fire fighting equipment. Facilities Management Officers are responsible for completing fire risk assessments of corporate buildings, as are service managers / building managers / Head Teachers for all other buildings.

The Council will ensure that there are evacuation procedures in place for each of its sites, so that in the event of an emergency (e.g.: fire), the buildings concerned may be evacuated safely and efficiently. Employees will be given appropriate instruction in basic fire prevention measures and evacuation procedures. Employees involved in any processes or activities that may give rise to specific fire hazards, will be given training in how to deal with these in order to prevent fire occurring

A Fire Prevention Policy, Fire Safety Guidance Note and Fire Safety Inspection Checklist are available on the on the Corporate Health & Safety page of CEntranet

## **5.11 FIRST AID**

The Council will endeavour to provide sufficient numbers of first aid personnel to deal with any accidents or injuries that may occur. Information and training on first aid will be provided to employees to ensure that both statutory requirements and the needs of the organisation are met. Corporate Safety Advisers are responsible for undertaking a first aid risk assessment of each of the four corporate buildings (Westfields, Macclesfield Town Hall, Delamere House and Crewe Municipal Buildings). Building / Service Managers are responsible for completing first aid risk assessments of all other buildings and of all hazardous activities or environments which their staff encounter.

Notices will be displayed in all workplaces giving details of the location of first aid equipment and the names and locations of the personnel concerned. First aid boxes are provided at various locations within the workplace to ensure that there are adequate first aid supplies for the nature of the hazards involved. All boxes will contain at least the minimum supplies as specified in the Health & Safety (First Aid) Regulations. It is the responsibility of the first aider to whom the box has been allocated or, where there is no first aider allocated to a box, the manager/supervisor of the area concerned, to ensure that the box is always kept fully stocked and ready for use.

Managers are responsible for providing portable first aid kits for employees who are required to work away from the normal workplace in areas or environments where access to facilities may be restricted or absent.

First aid recovery rooms are provided in the four corporate Council buildings. These rooms are intended for use by first aiders when administering treatment. All employees must be made aware of the location of the nearest first aid room to where they work and it should be noted that this room must only be used for the provision of first aid during or after illness, or by pregnant and nursing mothers. The location and size of a first aid room should allow for a stretcher, wheelchair or carrying chair to be used safely and easily.

A First Aid Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.12 FLAMMABLE LIQUIDS**

The Council will take all reasonable measures to ensure the health and safety of employees who work with flammable liquids. Whilst it is acknowledged that the use of flammable liquids may give rise to health and safety hazards, it is the intention of the Council to ensure that any risks are reduced to a minimum.

Risk assessments should be undertaken of all work activities involving flammable liquids and so far as is reasonably practicable, measures must be taken to reduce any risks identified by the risk assessment. Storage and transport vessels should be appropriate and adequate and suitable fire fighting equipment must be provided.

Employees who work with flammable liquids will be advised of the risks to health and safety that may arise and when an employee identifies a problem in the use, handling or storage of flammable liquids then they must inform a responsible person (usually their manager or supervisor) immediately.

A Flammable Liquids Guidance Note is available on the on the Corporate Health & Safety page of CEntranet

### **5.13 HAND ARM VIBRATION**

In meeting its requirements under the Control of Vibration at Work Regulations, the Council will protect employees and other persons who may be affected by work carried out that may expose them to vibration. Risks to health created by vibration exposure at work will be assessed along with the elimination or control of exposure to vibration, the provision of a health surveillance programme where necessary and provision of information, instruction and training to all relevant employees.

Hand Arm Vibration is vibration transmitted from work processes into workers' hands and arms. It can be caused by operating hand-held power tools (e.g.: road breakers) and hand guided equipment (e.g.: powered lawn mowers) as well as by holding materials being processed by machines such as pedestal grinders.

Hand-Arm Vibration Syndrome (HAVS) is the generic term used to describe a variety of injuries to the hands and arms caused through excessive exposure to vibrating tools and equipment. The risk depends on the magnitude of the vibration and how long an individual is exposed to it. Other aspects that can have an effect are the grip, push and other forces used to guide and apply vibrating tools or equipment, the pattern of exposure, how much of the hand is exposed to the vibration, temperature, smoking and individual susceptibility.

A Hand Arm Vibration Guidance Note is available on the Corporate Health & Safety page of CEntranet

### **5.14 HOUSEKEEPING**

The Council recognises the need for adequate standards of house keeping to be maintained at all times. Poor standards of housekeeping can be an indication of poor organisation and of generally low standards being applied within the workplace. The resulting accumulation of materials and obstructions within the workplace can also create unnecessary fire hazards.

Inadequate working practices which can contribute to poor housekeeping include untidiness, lack of thought and consideration by the individual and ignoring rules and procedures. Articles should not be left in walkways or on the floor but stored in designated areas and the working area should be regularly checked to ensure that adequate standards of housekeeping are being maintained.

Workplace inspections will be carried out on a regular basis by service managers in order to identify areas where improvements should be made. Remedial action will then be taken to rectify any deficiencies found.

A Housekeeping Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.15 LONE WORKING**

Lone working, including when team members are working out of sight of each other, should be avoided whenever reasonably practicable. However, often this is not possible – for example where employees are required to work outdoors or at locations away from their normal base. On these occasions, the Council will ensure that, so far as is reasonably practicable, all steps are taken to secure their health and safety. To meet this requirement, Managers must ensure that suitable written risk assessments are prepared which identify specific hazards of their employees' lone working activities that have not been identified in the general risk assessment. In certain circumstances, lone working procedures may also apply to team members who are working out of sight of each other.

Employees have a duty to comply with safe systems of work and standard operating procedures and to comply with the requirements that have been identified by a risk assessment as being necessary for the safe performance of the activities being undertaken. In situations where, due to the particular nature of the location, the agreed methods of working cannot be adhered to, then the employee should report back to their manager / supervisor and a specific system of work should be drawn up before the work starts.

All Lone Workers must be adequately trained and provided with any necessary equipment as identified by the risk assessment e.g. fully charged mobile phones, personal attack alarms, personal protective equipment (such as hi-visibility jacket, outdoor clothing) etc. Any other relevant personal protective equipment (PPE) must also be provided, subject to the outcome of the risk assessment.

A Lone Working Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.16 MACHINERY SAFETY**

The Council will take all reasonable measures to ensure the safety of employees who work with / on machinery and of those who may be affected by machinery e.g. by being in the vicinity of the machinery when it is in operation. New machinery will only be purchased following liaison with the suppliers to ensure that it is designed and supplied to work in a safe manner in its intended environment.

The operation of the machinery itself will be risk assessed and should include the controls of the machine, the visibility of operating parts where this is essential for the efficient and safe use of the machine and the accessibility of any parts that need to be adjusted or changed. Consideration will be given to how the machine affects its environment including the layout of the machine and any barriers that are needed to prevent visitors

from coming into the danger zone. All guards, isolation procedures and emergency procedures will also be assessed.

A Control of Substances Hazardous to Health (COSHH) assessment will be undertaken of any chemicals that are involved in the use of the machine or are required for its maintenance or cleaning and the methods used to make adjustments or to carry out tool changes on the machine will also be assessed and measures put into place to ensure that tools can be carried safely.

A Provision and Use of Work Equipment Regulations (PUWER) Guidance Note, Assessment Form and a Control of Substances Hazardous to Health Guidance Note are available on the Corporate Health & Safety page of CEntranet

## **5.17 MANUAL HANDLING**

Manual handling activities are common causes of absence through injury in the workplace. The injuries that result can have long term effects on the individual concerned. The Council will ensure, so far as is reasonably practicable, that risks are reduced by eliminating or reducing the need for manual handling activities. Where these cannot be removed, then guidance will be provided on the measures that should be taken to ensure safe lifting and carrying and where appropriate, equipment such as sack trucks or trolleys will be provided in order to reduce the need for lifting and carrying.

Tasks which require significant manual handling will be identified and assessed. Risks that are identified will be reduced to the lowest level reasonably practicable. Factors which should be considered during the assessment include the task, individual, load, environment and any other factors – e.g.: the need for personal protective equipment, whether the employee is being distracted whilst undertaking manual handling tasks – thereby resulting in loss of concentration, etc.

A Manual Handling Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.18 NEW and EXPECTANT MOTHERS**

The Council acknowledges that it has a duty to assess the workplace for risks to new and expectant mothers and to take practical action to control those risks. Risks can affect an unborn child, or child of a woman who is still breastfeeding, as well as the mother herself. Where risks cannot be avoided, it may be necessary to make changes to the working conditions or working hours, or to offer suitable alternative work. The Council also has a legal duty to provide suitable rest facilities for employees who are pregnant or breastfeeding.

When an employee informs her line manager that she is a new or expectant mother, the line manager should ensure that a risk assessment is undertaken as soon as possible with the employee. Following the findings of an initial assessment of the new or expectant mother, the line manager should make any necessary changes to eliminate or reduce the risks identified.



A New and Expectant Mothers Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.19 NOISE**

The Council is committed to taking all reasonable steps to ensure that the risk of hearing damage to employees who work with noisy equipment or in a noisy environment is reduced to a minimum. The Council recognises that noise levels below those which cause hearing damage, in offices for example, can still cause problems such as disturbance, interference with communication and stress and will take all reasonable steps to reduce noise levels as far as possible.

Noise surveys and assessments of exposure to noise, will be carried out in areas where there are noisy processes or equipment being used and where the noise levels are likely to be at or above either the first action level. All assessments and surveys will be recorded and repeated as necessary (e.g. when there are changes in work practices or in the equipment used, which could cause alterations in the levels of noise to which employees could be exposed) and will be used as the basis from which any remedial actions deemed to be necessary are determined.

Measures will be implemented to reduce the levels of noise that employees are exposed to by means other than the use of personal protective equipment. This will include making sure that exposure times are reduced to prevent employees being exposed to levels of greater than 85dB(A) for 8 hours. The use of ear protectors will be regarded as a last resort measure. Where necessary (e.g. where the results of assessments of exposure to noise show that personal protective measures are required) suitable and effective ear protection will be provided for employees who work in environments where there are high noise levels.

Employees who may be exposed to high levels of noise will be provided with adequate information, instruction and training on the harmful effects of high noise levels and on the measures that they need to take to avoid damage to their hearing or other deleterious effects

A Control of Noise at Work Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.20 PERSONAL EMERGENCY EVACUATION**

The Council has a legal responsibility to ensure that all employees can safely exit a building including during an emergency situation. This includes disabled people - and the use of a Personal Emergency Evacuation Plan (PEEP) will facilitate this procedure. The Fire Brigade should not be relied upon to form part of the Council's emergency evacuation plan – however they will attempt to rescue persons trapped in a building during an emergency situation.

The PEEP details the arrangements required to facilitate the employee's safe evacuation from an identified building during an emergency and is prepared between the Line

Manager and any disabled employee or any employee who, while not identifying themselves as disabled, does identify difficulties in evacuating the building in an emergency situation. Employees who regularly visit different buildings may require a PEEP for each building.

Arrangements necessary may include identifying how the employee becomes aware that the alarm is sounding, how they should evacuate the building, whether they require a nominated 'buddy' to aid them, what other types of assistance they may need, the route they need to take to safely leave the building and whether they need to communicate with the Evacuation Controller (and if so, how they do this).

A PEEP Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.21 PERSONAL PROTECTIVE EQUIPMENT**

In situations where the risk presented by a work activity cannot be controlled by other means, the Council will provide the necessary personal protective equipment (PPE) – however this is only to be used as a last resort. It is the intention of the Council that through the correct use of this type of equipment the risks presented will be reduced to a minimum.

All reasonable steps will be taken by the Council to ensure the health and safety of employees who work with PPE and, whilst it is generally acknowledged that the use of PPE can be undertaken without causing undue risks to health, information and training will be given to employees to enable them to have a clearer understanding of the issues involved and so allay any concerns that they may have.

A risk assessment will be undertaken of the PPE that is proposed for use in the work environment, in order to determine its suitability for the tasks to be undertaken. Where risks are identified as a result of the risk assessment, then measures which are required to control those risks will be implemented. The assessment will be reviewed as and when circumstances change – which could mean e.g. a change in the substances used or in the methods of work employed. PPE must be inspected regularly and maintained according to the manufacturers instructions

A Personal Protective Equipment Guidance Note is available on the Corporate Health & Safety page of Centranet

## **5.22 PLANT and EQUIPMENT**

The Council will take all reasonable steps to ensure the safety of employees who maintain machinery as well as the safety of any persons who may be affected by maintenance work. The Council will liaise with the suppliers of all new machinery in order to establish the correct methods to be employed for the safe maintenance of the machines purchased.

The service manager will prepare a risk assessment which includes how the machinery should be isolated, maintenance of the machinery including any anticipated problems such as the moving of heavy parts and any risk of parts falling, how the maintenance of the machine affects the environment and the hazards that arise when guards have been

removed. Any personal protective equipment that might be necessary to carry out work safely will be provided.

The Council will provide sufficient information, instruction and training to ensure the health and safety of all maintenance staff and any others who may be affected by maintenance of the machinery concerned. Managers responsible for supervising the maintenance of machinery will also be appropriately trained.

A Provision and Use of Work Equipment Regulations (PUWER) Guidance Note and Assessment Form and Guidance Notes for Hand Tools and Ladders are available on the corporate health & safety page of CEntranet

### **5.23 PRESSURE SYSTEMS**

The Council will ensure, so far as is reasonably practicable, that all pressure systems used or owned are safe. The repair, maintenance and modification of pressure systems will be managed so as to prevent danger – with relevant information will be made available to employees and recorded.

The safe operating limits of all pressure systems will be established, recorded and visibly marked and each system will be periodically examined under a written scheme of examination, with the examination being undertaken by a competent person.

Operating and maintenance duties will be undertaken and relevant instructions given to operators. Each relevant service manager will provide a written implementation procedure for within their area of responsibility.

The Council will ensure that sufficient information, instruction and training are given to all employees involved in the operation, maintenance and examination of pressure systems. This will include temporary staff and contractors where applicable.

### **5.24 RISK ASSESSMENT**

The Council will take all reasonable steps to ensure that suitable and sufficient assessments are carried out of all risks to the health and safety of employees and others, arising at or from a work activity, environment or location. Risk assessments will give details of the range of hazards associated with working operations along with any remedial actions deemed to be necessary. All reasonably practical measures will be taken to reduce any risks identified to an acceptable level.

Risk assessments can be generic for a particular activity or individual to cover a specific situation. Where significant risks are identified, the results of the risk assessments will be recorded on the standard risk assessment template (available on the Corporate Health & Safety page of CEntranet). It requires that risks are categorised as being high, medium or low, thereby enabling the manager to prioritise any remedial actions required and to deal with the high-risk areas first.

Employees who actually carry out the tasks being assessed should be consulted, as they can often highlight aspects of the task that may not be immediately apparent by merely observing the work being carried out. Following the risk assessment preparation,



managers will ensure that the implementation of any remedial actions deemed to be necessary is monitored and that progress is regularly reviewed.

There may be occasions where external personnel need to be informed of the hazards that they may encounter in the workplace before they commence work with the Council. Managers should ensure that there are arrangements in place to enable this information to be relayed to these individuals. Arrangements will also be put into place to facilitate liaison with other organisations with which the Council shares premises to ensure that, where necessary, a co-operative response can be achieved in response to any hazards that may arise.

A Risk Assessment Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.25 STATUTORY INSPECTIONS**

The Council will ensure that all regular examinations and tests that are required by law are carried out for relevant equipment and that inspections are undertaken by a competent person. Managers are responsible for checking that all statutory inspections have been carried out as necessary. Where there does not appear to be a record of a statutory inspection having been undertaken, then the item of equipment should be taken out of service and arrangements made for the inspection to be undertaken as soon as possible.

The Council will ensure that any information and training is provided to ensure that examinations do not present a risk to the safety of the examiner, employees or other persons. All statutory tests and examinations that are required, will be undertaken before the equipment concerned is put into use and all items of equipment requiring statutory inspection will be listed with details being provided of the inspection intervals. For each specific work area, a person will be nominated as responsible for checking that all statutory inspections are carried out and that records of the inspections are retained.

After the inspection and following the issue of the report, all defects listed in the report will be rectified and all significant defects requiring notification to the HSE will be dealt with immediately. All records of inspections will be retained with a record of the inspection made in the general Insurance register.

A Statutory Inspections Guidance Note is available on the Corporate Health & Safety page of CEntranet

## **5.26 STRESS**

In protecting the health, safety and welfare of employees, the Council will seek to identify and reduce workplace stressors by identifying and including them when necessary in a risk assessment. Where appropriate, specific stress risk assessments will be undertaken to eliminate stress or control the risks from stress. These are available in two formats on the Corporate Health & Safety page of CEntranet - i.e.: an individual stress risk assessment proforma and a departmental stress risk assessment proforma. All risk assessments must be reviewed regularly.

Training via the Occupational Health Unit will be provided for all managers and supervisory staff in good stress management practices. Confidential counselling for employees affected by stress caused by either work or external factors is available via the Employee Assistance Programme (0800 141 2784) and managers will be provided with adequate resources to enable them to implement the recommendations of any stress risk assessment conducted in line with the Council's stress management strategy.

A Stress Management Guidance Note and Risk Assessment Proformas are available on the Corporate Health & Safety page of CEntranet

## **5.27 TEMPORARY, AGENCY and CASUAL STAFF**

The Council will take all measures necessary to ensure the health and safety of any temporary, agency and casual staff. Temporary and Agency staff will be advised about any relevant hazards to health and safety that have been identified by a risk assessment of their workplace, any preventative measures to be taken, the identity of the competent person taking charge during an emergency, any health surveillance that statutory provisions will require to be provided to the temporary worker and any risks notified to the company arising from a shared workplace. The same level of personal protective equipment will be provided to temporary and agency staff as that available to permanent employees.

Casual Employees should not be exposed to risks to their health and safety and the Council should provide instructions and information relating to any risks to a persons health and safety that arise out of the Council's undertaking.

A Temporary / Agency and Casual Employee Policy is available on the Human Resources page of CEntranet

## **5.28 TRAINING and INFORMATION**

Health and safety information will be provided to employees during induction training, through attendance at formal training courses covering general health and safety and courses covering specific job topics e.g. manual handling. Details of health and safety courses available can be found on the Corporate Training Programme on CEntranet and via Oracle. Supplementing these are various e-learning modules available on the Learning Lounge.

Health and safety training needs will be identified by service managers during employee appraisal / supervision sessions and managers must ensure that appropriate training is delivered as required.

Information is available through publications such as policy documents, manuals, leaflets, and pocket cards and by accessing CEntranet for the Corporate Health & Safety page

The Corporate Training Programme and a link to the Learning Lounge can be accessed via the Organisational Development CEntranet page.

## 5.29 VIOLENCE & AGGRESSION

The Council is committed to ensuring the health, safety and welfare of its employees and does not tolerate verbal or physical abuse, aggression or the threat of violence towards employees, which may arise as a result of work activity.

A risk assessment will be undertaken by the service manager, to identify and reduce risks to employees who work in potentially violent situations and to ensure that appropriate control measures are implemented. Some incidents arise from potentially violent or aggressive behaviour from customers / service users / aggressive dogs and dangerous pets. Any violent incidents will be investigated and recorded on PRIME as soon as possible to prevent, as far as is reasonably practicable, continued or similar incidents from occurring.

When a PRIME report relating to violence and aggression is received, it is assessed and if appropriate entered on to the Corporate Staff Safety Register (CSSR). Service area Specific Points of Contact (SPOCs) will update their teams about new additions to the register and may add details to their own databases for reference. Each entry on the CSSR is reviewed regularly (at least every 12 months).

Harm and distress which can arise from a violent incident is recognised and appropriate support will be made available via the Occupational Unit to deal with the negative effects of the incident. If an assault results in injury to a member of staff or hospital attention for a member of the public, then a RIDDOR report will be made to the HSE.

A Dealing with Violence and Aggression Guidance Note and a Corporate Staff Safety Register Guidance Note are available on the Corporate Health & Safety page of CEntranet

## 5.30 VISITORS

The Council recognises its obligation to ensure the health and safety of all persons who enter its premises. Any special arrangements required by a visitor must be established before arrival. These may include allowing vehicles or other machinery or substances onto the site and providing facilities for disabled persons or those with language difficulties. With the exception of members of the public using public facilities such as parks and recreation areas, swimming baths, cash offices, general enquiry desks etc, visitors must complete the required details in the visitors book present on the premises – and must sign out before leaving the premises (returning all Council property as they leave). Managers have overall responsibility for any visitors present in the area under their control

Visitors must be informed of any risks that they may be exposed to whilst on site and of the emergency arrangements including the location of the assembly points. Apart from areas open to the public such as parks and recreation areas, visitors should be appropriately supervised whilst on site. This includes the safe handling, transport and use of any articles or substances. Supervision should also prevent the visitor from straying into hazardous areas thereby exposing themselves to danger.

Accidents, which occur to visitors, must be reported using the Council's electronic accident reporting system (PRIME) and the necessary investigations undertaken by the relevant service manager.

A Visitors Guidance Note is available on the Corporate Health & Safety page of CEntranet

### **5.31 WASTE DISPOSAL**

The Council will arrange for regular and safe disposal of all waste materials arising from its work. All disposal arrangements will be in accordance with statutory requirements and will be regularly reviewed. Recycling initiatives will be taken where reasonably practicable in order to help protect the environment and to make better use of resources.

Appropriate containers for the collection of waste will be labelled and provided in strategic positions throughout the workplace and emptied on a regular basis. Suitable arrangements will be made for the disposal of hazardous waste that is generated as a by-product of work activity. Correct procedures will be followed and the required documentation completed when disposing of Special Waste such as asbestos and hazardous materials. Arrangements for the removal of Special Waste must be made with an authorised and competent person. Employees will be provided with any personal protective equipment that is required for the safe handling of waste materials.

Equipment, such as compactors, bailers, and shredders, that has been provided for the preparation of waste, must only be used by fully trained and competent personnel who have been authorised to carry out the work. Licences will be obtained where required. Employees will be provided with suitable and sufficient information and training to ensure that no person is put at risk by the inappropriate disposal of waste

A Waste Disposal Guidance Note is available on the Corporate Health & Safety page of CEntranet

### **5.32 WORKING AT HEIGHT**

The Council will take all reasonable steps to provide a safe working environment for employees who are required to work at height. When necessary, preventative and protective measures will be provided to prevent persons and materials falling from the workplace. Arrangements will be put into place for liaison with any other person(s) who may be involved in the work activity.

Risk assessments and safe systems of work / method statements will be prepared for any work to be carried out at height by employees and the required measures put into place to eliminate or control them. Equipment will be provided in order to facilitate the safe access to and egress from the place of work. Suitable plant / equipment will be provided to enable any materials required for the work to be safely lifted in to and stored at the workplace. Regular inspections will be carried out of all equipment required for working at height and all statutory requirements for inspection will be adhered to.

Employees will be provided with the information, instruction and training that is required in order to for them to understand the safe working practices that must be followed when working at height.

A Working at Height Guidance Note is available on the Corporate Health & Safety page of CEntranet

### **5.33 WORK RELATED UPPER LIMB DISORDERS**

The Council acknowledges that there are some repetitive activities and combinations of activities that can result in conditions known as work related upper limb disorders (WRULD) and repetitive strain injury (RSI). In recognition of this, all reasonable precautions will be taken to secure the health and safety of employees through the application of sound engineering and ergonomic practices. Because of the nature of WRULD, employees must consult and inform management of any risks that they perceive and of any symptoms that they may be experiencing.

Risk assessments will be undertaken of all activities where there is a possibility that the nature of the task could lead to the development of WRULD. Where a risk is identified, the task will be evaluated to determine the best approach to eliminate that risk. Management referral systems will be put into place for employees who may experience symptoms and employees will be able to ask their manager/supervisor for a referral to the Occupational Health Unit, should they be experiencing problems that they consider could lead to WRULD.

A Work Related Upper Limb Disorders Guidance Note is available on the Corporate Health & Safety page of CEntranet. See also Guidance notes on Display Screen Equipment and Manual Handling.

### **5.34 YOUNG PERSONS**

The Council is aware of the statutory restrictions imposed upon the work undertaken by young persons and will comply with those restrictions. Increased risks to health and safety may arise when young persons are employed so the Council will take all necessary measures to minimise those risks, so far as is reasonably practicable. Risk assessments will be undertaken in order to identify the additional risks and measures put into place to secure the health and safety of young persons. The information, instruction and training of young persons will be designed to allow for their immaturity, lack of experience and increased vulnerability in the workplace.

Specific arrangements will be put in place by service managers for pupils and young persons on work experience and young persons on placement.

A Young Persons Guidance Note is available on the Corporate Health & Safety page of CEntranet

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## **CHESHIRE EAST COUNCIL**

### **Staffing Committee**

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**Date of Meeting:** 15<sup>th</sup> January 2015  
**Report of:** Interim Head of HR & OD  
**Subject/Title:** HR and Organisational Development

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#### **1.0 Report Summary**

- 1.1 To update the Committee on progress with Human Resource (HR) and Organisational Development (OD) items.

#### **2.0 Recommendation**

- 2.1 To note the report.

#### **3.0 Reasons for Recommendations**

- 3.1 To ensure Members are kept up to date with HR and OD developments and that the newly adopted terms of reference are followed.

#### **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 risks identified as a result of this update report. Risks relating to specific issues will be dealt with separately.

#### **7.0 Financial Implications**

- 7.1 No direct implications arising from this report.

#### **8.0 Legal Implications**

- 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 Organisational Development

### 10.1 Making a Difference – annual staff awards

In December a number of Making a Difference annual awards were made at a celebratory event to individuals and teams as part of the Making a Difference staff recognition scheme. Around 60 nominations were received from staff and members, resulting in more than 500 colleagues being recognised for putting residents first and making a real difference to colleagues, citizens and communities. The winners of each category are provided below:

Employee of the year for support staff 2014	<b>Jonathan Sayer</b>
Employee of the year for front line staff 2014	<b>Becky Yates</b>
First-time manager of the year 2014	<b>Lee Hudson</b>
Manager of the year 2014	<b>Jonathan Potter</b>
Team of the year for collaboration 2014 – (joint winner) Team of the year for collaboration 2014 – (joint winner)	<b>Connecting Cheshire Partnership Supported Employment Team</b>
Team of the year for outstanding service 2014	<b>Youth Crime Prevention</b>
Members' choice 2014 – joint winner Members' choice 2014 – joint winner	<b>Lorraine Rushton Congleton and Macclesfield SMART</b>
Corporate Leadership Board award for community impact	<b>Housing Options</b>
Deputy Leader's award for special public service	<b>Tim Kingston</b>
Leader's award for employee of the year	<b>Sue Walczak</b>

### 10.2 BIG EVENT – staff conferences

As part of our continued work to build staff engagement, the Council is to hold 4 half day conferences on the 26<sup>th</sup> and 29<sup>th</sup> January 2015 at the Lyceum Theatre in Crewe. Called the **BIG EVENT** the conferences will share and update colleagues on our journey as a Council and the opportunities and challenges ahead. At the heart of the conference is our commitment to Putting



Residents First and we will be joined by a guest speaker who will help us to explore how we can be creative and innovative in an ever changing world. This session will enable employees to reflect upon how they think and what stops them being more innovative at work, with an opportunity to put into practise some of these techniques on the day. Colleagues will take away from the conferences useful insights and helpful tips to release our collective creative potential to support the Councils continued journey of transformation.

### **10.3 Taleo recruitment**

The Council is introducing a new and market leading employee recruitment system known as Taleo which is expected to go live on Thursday 15<sup>th</sup> January 2015. Jointly commissioned with Cheshire West and Chester and CoScious, this new system will replace the current vacancy management system which is no longer fit for purpose. On-line capability now plays a key role in attracting the talent we need, creating a positive candidate experience, managing costs and reducing time to hire. The Taleo system supports the end to end recruitment cycle from identifying the need / vacancy through to sourcing potential candidates, engaging and managing candidates through the process, completing checks and formalities and bringing them into the council. Management information will enable recruitment activities and campaigns to be monitored, reviewed and continually improved.

### **10.4 Workforce strategy**

Recognising the transformational journey and the dynamic environment within which the Council is operating, work will commence shortly to develop the Councils Workforce Strategy for 2015/18. Broadly the outcomes of the workforce strategy are as follows:

- We have an agile, multi-skilled, engaged and high performing workforce able to respond to the challenges and opportunities ahead.
- Where appropriate we attract and retain the best people from all sectors of the community to work for the Council.
- Share and deploy available resources across the Council in the best way to ensure priorities are achieved.

Built from the ground up it is likely that the strategy will include the following broad themes around culture and values, leadership and management, organisational design, pay and reward, talent maximisation and key organisational capabilities. Further information will be shared with Staffing Committee in due course.

## **11.0 HR Policies**

### **11.1 Shared parental leave and pay**

Shared parental leave (SPL) is a new legal entitlement for eligible parents of babies due, or children placed for adoption, on or after 5 April 2015. It provides both parents with the opportunity to consider the best arrangement to care for their child during the child's first year.

The new regulations will give parents the right to take SPL and place a duty on employers to ensure that their employees are not penalised for using their entitlement or put under pressure to cancel/change a leave notification. The new regime will allow parents to share the statutory maternity leave and pay currently only available to mothers.

The amount of leave available is calculated using the mother's entitlement to maternity/adoption leave, which allows them to take up to 52 weeks' leave. If they reduce their maternity/adoption leave entitlement then they and/or their partner may opt-in to the SPL system and take any remaining weeks as SPL. This means their partner could begin to take SPL while the mother is still on maternity/adoption leave.

SPL enables parents to share the caring responsibilities evenly or have one parent taking the main caring role, depending on their preferences and circumstances. Unlike maternity/adoption leave, eligible employees can stop and start their SPL and return to work between periods of leave with each eligible parent able to submit three notices booking periods of leave.

The HR function will shortly be reviewing its' maternity, paternity and adoption leave and pay policies and procedures in light of this legislation to make the necessary administrative changes.

### **11.2 Pay variance to support retention of key staff**

Recognising the upturn in the jobs market and in some areas of our business severe skills shortages there is evidence of increasing turnover and the loss of staff that cite more favourable terms and conditions offered by other Authorities or private sector organisations as their incentive to leave. This is a growing issue, and we need to increase the flexibility of our pay offer so we can be more responsive to external and internal demands, whilst also ensuring fairness and equity.

A pay variance to support the retention of key staff is proposed on an exceptional basis only. In summary an additional payment can be made to retain key staff with business critical skills which would cause a significant business impact if lost. This would be achieved either by accelerating increments or by making an additional payment (if the individual is at the top of their grade). Either option would be no more than 10% of salary, reviewable annually. The individual will be required to sign a retention agreement requiring them to repay the gross value for the number of months earned within the 12 month period should they leave the Councils employment.

These exceptional payments require agreement from the appropriate member of CLB and the Head of HR. Information regarding retention payments will be provided to Staffing Committee on a quarterly basis for monitoring purposes.

### **11.3 Pay policy statement 15/16**

Sections 38-43 of the Localism Act 2011 require local authorities to produce and publish a pay policy statement by 31<sup>st</sup> March on an annual basis. The purpose of the statement is to provide transparency with regard to the Council's approach to pay, with particular focus on its senior employees. Staffing Committee are requested to note that work in developing the pay policy statement for 2015/16 is underway which reflects the position as at 1<sup>st</sup> April 2015. This work will take into account the recent guidance issued under the Local Government Transparency Code 2014 in relation to data on organisation structure, senior salaries, and pay multiples. Cabinet will consider the pay policy statement on 3<sup>rd</sup> February, and will make a recommendation to Council on 26<sup>th</sup> February for adoption.

Recognising the need to keep information up to date a shorter pay policy statement for 2015/16 has been developed which focuses on the Council's broad pay principles and policies which should require minimal updates each year. Further information will be provided via web based links which can be updated as appropriate – providing a relevant and reader friendly format. The key content of the pay policy statement is largely unchanged from 2014/15 – key changes being reference to retention payments (referred to in paragraph 11.2 of this report) for Chief Officers and the use of interim support to provide cover for Chief Officers where appropriate.

A copy of the draft pay policy statement will be sent to Staffing Committee members under separate cover following consideration at pre agenda Cabinet briefing.

### **12.0 Voluntary Redundancies**

- 12.1 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.
- 12.2 Six people have left the Council under voluntary redundancy terms in Quarter 3, two of whom held posts within the management grades (Grade 10 or above). The total severance cost, for all six employees was £275,636, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £1,095,555 (which is the combined accumulated costs of the deleted posts).
- 12.3 The terms for voluntary redundancy will be reviewed in September 2015.

### **13.0 Workforce Development and Apprentices**

#### **13.1 Towards Excellence Training Programme**

Provision of 200+ blended learning sessions to ensure employer responsibilities met, including all statutory requirements (Fire, Health and Safety and Equality and Diversity) and mandatory requirements (data protection, safeguarding and risk management) continues for all Council employees, ASDVs and Private, Voluntary and Independent (PVI) sector (4000 + delegates).

#### **13.2 Virtual College**

Delivery of City and Guilds accredited vocational courses in Health and Social Care, Business Administration and ATE (Adult Teaching) continues to support mainly Adult Services with Level 2, 3 and 4 qualifications (200 delegates). E-Learning platform, hosting Health & Social Care SCILs and EILs distance learning programmes.

#### **13.3 Management Institute of Excellence**

Nationally recognised qualifications: Creation of four cohorts of ILM nationally recognised qualifications delivered to Council employees at level 3 for “Aspiring” and newly appointed managers, level 5 for experienced managers and **Leading ladies** cohort to promote specific management roles for women and highlight equal opportunities within the Council and liaising with MMU to enhance the qualification with specific Children Social Care Management requirements (150 delegates). Business Breakfast programme for managers in conjunction with NW Employers. Business management programme of workshops and networking events available to all Council managers looking to improve commerce and enterprise skills.

#### **13.4 Professional Development Academy**

Supporting undergraduate students in statutory practical experience environments during university course / study. Providing internship opportunities for university graduates seeking long term employment. Ensuring all graduate employees receive adequate support in their first Council role.

Addressing all regulatory professional body requirements for social workers, Approved Mental Health Practitioners (AMHP), occupational therapists and educational psychologists. Designing accredited workshops and conferences in conjunction with principal managers, visited by England’s Chief Social Worker and selected for inclusion in her annual address.

#### **13.5 Apprentices & Work Experience Programme**

The Council is providing 200+ work experience sessions for young adults and school children and arranging 50 apprenticeship pathways for school and college leavers into employment.

**14. Employment of people with learning difficulties**

- 14.1 At the last Staffing Committee meeting, a question was raised about the support offered to help bring people with learning difficulties into work. Three people with learning difficulties have been offered Apprenticeships and of these, two moved on into permanent roles in the Council. Just under 3% of Apprentices have declared a disability. In addition the Supported Employment Team supports individuals with various disabilities into paid employment. Although most of these opportunities are in external organisations, the team has supported three people with learning difficulties and another with mental ill health, into paid employment with the Council.
- 14.2 Overall, 0.98% of Council staff have declared that they have a disability. The Council does not require staff to disclose whether they have a disability or a specific type of disability. Over 43% of staff choose not to disclose whether they have a disability or not. The total number of staff with a disability may therefore be higher than the recorded 0.98%.

**15.0 Education HR Consultancy**

- 15.1 The team will be delivering “Accredited Safer Recruitment Training” to schools and academies in January/February and March and has also been commissioned to deliver to Children’s and Adult’s Social Care staff. During November the team delivered Intranet Training for schools staff, the purpose of the training was to develop the expertise of users in schools which in turn should result in lower volumes of phone calls by increasing self - service. The Education HR Consultancy intranet site is continually updated and developed to enhance the user experience and is a key part of the business.
- 15.2 The Gold and Silver HR consultancy packages have been operating since 1<sup>st</sup> September 2014 and as of 5<sup>th</sup> January 2015, 109 schools and academies have bought back the Gold Package and 29 have bought the Silver Package. This equates to 90% buyback which is a slight decrease on last year due to some schools joining Multi Academy Trusts which provide their own HR support.

**16.0 HR Policy Review**

- 16.1 As reported in the last Staffing Committee Report, a review has been carried out by Members (the Chair of the Staffing Committee and the Portfolio Holder) of the Council’s disciplinary policy and procedure to ensure that these are fit for purpose and suitable for the ongoing and changing needs of the Council.
- 16.2 The review recommended changes which have now been considered by the Corporate Leadership Board and the recognised Trades Unions prior to implementation. The changes are summarised as follows:

### Disciplinary Procedure

- Enable management to appoint external specialist investigator as necessary, but in particular in relation to alleged sexual abuse or assault.
- In cases of alleged sexual abuse or assault enable the Manager responsible for the case to appoint an external expert to act as an advisor to the officer panel, and provide support to the responsible manager in reaching a conclusion in relation to the allegations and the sanctions.

### Dignity at Work

- The Dignity at Work procedure has been merged with the grievance procedure to enable flexibility, and avoid duplication in process. The new policy re-emphasises that the Council will not tolerate bullying or harassment. The process itself is fundamentally unchanged with the exception that the investigators report will in future be disclosed in full to the complainant.
- The revision renames the process the Grievance, Bullying and Harassment Procedure.
- A revised Grievance, Bullying and Harassment Policy document has been produced to align the two procedures.

## **17. Attendance**

- 17.1 A brief analysis of the sickness absence rates for the first six months of 2014/2015 and a report on action taken so far to try to reduce absence rates is provided in Appendix 1.

## 18.0 HR Performance Data

FTE by Directorate – Quarter 3 14-15 (Oct-Nov-Dec 2014):

Directorate/Service	Oct-14		Nov-14		Dec-14	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Public Health	21	17.9	21	17.9	23	17.9
Media (Communications and PR)	10	10.0	10	10.0	10	10.0
Strategic Commissioning	2952	2118.5	2956	2114.3	2947	2117.1
Adults Social Care & Independent Living	1155	864.4	1152	865.8	1145	861.4
Children's Services <sup>□</sup>	1174	757.8	1182	752.1	1181	761.2
Commissioning and Client Support <sup>△</sup>	57	53.7	54	51.3	54	51.3
Communities	565	441.6	567	444.1	566	442.1
Chief Operating Officer	669	509.7	660	504.62	663	510.5
Commissioning	49	44.0	49	44.0	51	46.6
Corporate Resources and Stewardship	392	285.1	383	278.4	379	278.0
Democratic Services and Governance	97	60.5	99	63.9	103	66.6
Legal Services	40	36.1	39	35.1	39	35.1
People and OD	54	48.3	53	47.5	52	46.5
Apprentices / Graduate Trainees	36	34.7	36	34.7	38	36.7
Economic Growth & Prosperity	379	299.2	382	302.7	384	301.9
Assets	28	27.0	29	28.0	29	28.0
Investment	88	80.0	88	80.0	88	79.7
Strategic and Economic Planning	110	100.6	115	105.6	117	107.2
Strategic Infrastructure	9	9.0	9	9.0	9	9.0
Visitor Economy, Culture and Tatton Park	143	81.5	140	79.0	140	77.0
<b>Cheshire East Council Total</b>	<b>4014*</b>	<b>2956.2</b>	<b>4011*</b>	<b>2950.5</b>	<b>4010*</b>	<b>2958.4</b>

**NB:** Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure. <sup>□</sup>: Includes Integrated Safeguarding – not included in Adults to avoid double counting. <sup>△</sup>: Includes PROW, Countryside and PATROL – PROW and Countryside will move under Visitor Economy, Culture and Tatton Park in January 2015's information. **Note:** within this table 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.

FTE by Directorate – Quarter 3 13-14 (Oct-Nov-Dec 2013):

Directorate/Service	Oct-13 FTE	Nov-13 FTE	Dec-13 FTE
Places and Organisational Capacity	1441.3	1432.5	1426.1
Children's Services	767.3	769.2	763.6
Adults' Services	998.2	997.3	996.6
HR&OD	41.3	42.3	42.5
Apprentices	45.1	48.1	46
Finance	230.5	229.7	232.7
Legal / Democratic Services	82.9	78.5	78.4
Shared Services	130.8	131.2	114.7
<b>Cheshire East Council Total</b>	<b>3,738.5</b>	<b>3,728.8</b>	<b>3,700.6</b>

The new Oracle HR Organisation Structure was implemented within Oracle in September 2014, as a result the FTE/Headcount and Absence figures presented are no longer directly comparable between financial years; the FTE by Directorate information for 2013-14 is presented in the old Directorate/Service groups, whilst the 2014-15 information is presented in the new Directorate/Service groupings.

Headcount/FTE trend (whole council – excluding schools and casuals)

Date	Headcount	% change from previous year	FTE	% change from previous year
30 Apr 2009	6,522	n/a	4891.5	n/a
30 Apr 2010	6,155	-5.63	4582.8	-6.31
30 Apr 2011	5,860	-4.79	4385.4	-4.31
30 Apr 2012	5,449	-7.01	4080.2	-6.96
30 Apr 2013	5,103	-6.35	3880.7	-4.89
30 Apr 2014	4,403	-13.72	3232.7	-16.70
Date	Headcount	% change from previous month	FTE	% change from previous month
28 Feb 2014	4,853	n/a	3652.1	n/a
31 Mar 2014	4,828	-0.52	3631.4	-0.57
30 Apr 2014	4,403	-8.80	3232.7	-10.98
31 May 2014	3,960	-10.06	2951.8	-8.69
30 Jun 2014	3,960	0.00	2952.5	0.02
31 Jul 2014	3,960	0.00	2957.2	0.16
31 Aug 2014	3,976	0.40	2965.9	0.29
30 Sep 2014	4,011	0.88	2954.5	-0.38
31 Oct 2014	4,014	0.07	2956.2	0.06
30 Nov 2014	4,011	-0.07	2950.5	-0.19
31 Dec 2014	4,010	-0.02	2958.4	0.27

**NB** On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (23.8 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193.3 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100.7 FTE) TUPE transferred to CoSocius. On 1<sup>st</sup> January 2015, 71 employees (31.29 FTE) TUPE transferred to TSSL; a number of Cleaners also TUPE



transferred to schools/Academies/private companies on 1<sup>st</sup> January 2015 – these TUPE transfers will only affect the Cheshire East headcount in January 2015 as the employees were still employed by Cheshire East during December 2014.

Between April 2009 and December 2014 the Cheshire East employee headcount (excluding schools and casuals) reduced by 38.52% (a 39.52% reduction in FTE employees); between October and December 2014 the Cheshire East employee headcount decreased by 0.10%. Based upon available information, 71 employees TUPE transferred to the TSSL ASDV, and a number of Cleaners transferred to schools/Academies/private companies, on 1<sup>st</sup> January 2015 – as these employees were still employed by Cheshire East on 31<sup>st</sup> December 2014 they will appear in both the leavers information below and the December 2014 Cheshire East Council headcount above.

Leavers – Quarter 3 14-15 (Oct-Nov-Dec 2014):

Reason for leaving	Headcount of leavers
TUPE	72
Resignation	67
Retirement (Including Normal Retirement - 60/65, Early Retirement - Request, Early Retirement - 85 Rule, Ill Health Retirement with Benefits, Late Retirement - over 65)	21
Voluntary Redundancy	6
Mutual Termination	5
End of Fixed Term/Contract without Benefits	4
Unsatisfactory Probation	3
Disciplinary	2
Contract Terminated	2
<b>Total</b>	<b>182</b>

Excluding TUPE transfer staff, the Cheshire East staff turnover between October and December 2014 (*only*) is set to be 2.74% (110 leavers divided by 4012 (average) headcount). 39.56% of all leavers during Q3 in 2014-15 left due through TUPE transfers, 36.81% as a result of resignations and 11.54% following retirements. **Please note:** these figures reflect reasons for leaving recorded in the Oracle employee database.

Working days lost due to sickness absence

Figures for absence are (*calculated*) days lost to sickness absence per FTE employee:

**Cumulative Absence - year to date figure:**

Period	October	November	December
Q3 2014-15	6.57	7.54	8.87
Q3 2013-14	6.22	7.19	8.34

**Absence within month:**

Period	October	November	December
Q3 2014-15	1.08	1.03	1.36
Q3 2013-14	1.03	1.03	1.16

Based upon the available data, over the third quarter in 2014/15 the cumulative average days lost to sickness was slightly higher than the previous financial year. An analysis of the information available is provided at Appendix 1.

**HR Casework**

Summary of formal case work figures for October - December 2014.

	Capability	Disciplinary	Grievance	DAW
Ongoing cases in progress from previous quarter	2	2		2
New cases opened this quarter and in progress		5	4	1
Cases closed this quarter		11	2	1

**Notes:** Capability – as managers may start this process independently HR may not have every case recorded, unless there are complexities/sensitivities.

Claims lodged at Employment Tribunals – none this year to date.

**19. Access to Information**

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

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## Appendix 1 Absence report

### 1. Introduction

This report provides a brief analysis of the sickness absence rates for the first six months of 2014/2015 and a report on action taken so far to try to reduce absence rates. The report is based on recorded absence for March-September 2014. Overall the average number of days lost per employee for that period was 5.58. It increased to 7.54 by end November and the figure by the end of December 2014 was 8.87. Absence is running at a slightly higher rate this year than last.

The figures for previous years are shown with and without schools in Table 1, and the rest of report focuses on the situation excluding schools.

**Table 1**

	2011/12	2012/13	2013/2014	2014/15 Target	1/4/14 to 31/12/14
Days absence per employee (excluding schools)	11.67	12.03	11.33	11	8.87
Days absence per employee (including schools)	9.16	9.55	9.3	-	-

### 2. Benchmarking

The Council's absence rate for 2013/2014, including schools, was in the very middle of the range for County, Metropolitan and Unitary Councils which was reported as ranging from 6.94 - 11.24 days. However a number of councils in these comparator groups had already outsourced some of the larger services such as Waste and Recycling, Streetscape, Bereavement, Care4CE and Leisure where absence rates tend to be higher than in the core corporate services. As some of these services transferred into ASDVs in April 2014, some improvement in attendance would be expected, although the number of staff in Care4CE (where absence has also always tended to be higher than average) has not dropped significantly since April 2014.

Benchmarking data for the mid-point of 2014/15 indicates again that the sickness rate in Cheshire East Council including schools was around average. However when schools are excluded, the Cheshire East figures are higher than average, possibly reflecting that the Council still has a significant number of those services in-house, which are often outsourced in various forms by other Councils.

### 3. Short and long term absence and reasons for absence

Table 2 shows the balance of long and short term absence across the Council. Table 3 shows this for specific service areas

**Table 2**

	% of absence
Long term (>20 days)	65
Short term	35

**Table 3**

Directorate	Headcount	% long term absence	% short term absence
COO	665	59	41
Economic Growth and prosperity	384	43	57
Media	10	0	100
Public health	23	42	58
Strategic Commissioning Inc. Adults and Children and Families	2951	68	32

The proportion of long term absence has not varied greatly over the past few years and has tended to be around 65 - 66% of all absence.

### 4. Top twelve reasons for absence in 2014/2015

**Table 4**

Reason	% of absence in 2013/14	% of absence in first 6 months of 2014/15
Stress	14.29	17.86
Medical examination/operations	9.48	12.61
Back pain	6.65	6.19
Anxiety/fatigue/exhaustion	4.63	4.54
Depression	4.78	5.62
Broken/fractured bones	4.05	4.13
Chest/lung disorders/infections	4.32	2.35
Breast cancer		3.46
Virus	2.81	2.60
Vomiting	2.53	1.74
Bereavement		2.51
Joint problems	4.47	5.53

Many of the reasons for long term absence are not under the Council's control (e.g. diagnoses of cancer, serious long term conditions, operations or broken limbs). This suggests the main area of long term absence that the Council may be able to influence is absence related to stress.

Stress is the most common reason recorded for absence and can be caused by a combination of domestic issues and work-related matters. It is a concern that a greater proportion of absence has been attributed to stress in the first half of the year than in the previous two years. It was the reason given for 14% of absence in the two previous years but rose to nearly 18% in the first half of 2014/2015.

The Staff Survey results provided an indication of where stress is reported by staff. The Survey asked a number of questions (directly and indirectly) which provided information about sources of stress; e.g. pressure to work long hours, ability to balance work-life and home-life, managers demonstrating care and concern for their employees. The results of the survey have been reviewed in each service area to identify the causes of stress and what actions could be taken to address reported problems.

The priority for the current year in terms of HR support to managers was agreed as focussing on strategies to address long term absence. All long term absence is managed actively, with support from HR. Some cases are very sensitive, involving disability, and in some cases formal complaints made under the grievance or Dignity at Work.

The emphasis in 2014/2015 has been on providing additional training sessions targeted towards services with higher absence rates and in particular Adults and Childrens Services. The training sessions dealt with managing absence due to stress and managers have been encouraged to keep in touch with staff on a regular basis and to support staff to return to work as quickly as possible.

However as long term absence tends to be about 65% of absence and much of this cannot be reduced, this suggests that in 2015 an increased focus on short-term absence would be potentially more effective in seeking to reduce overall absence. It is recognised that managers need sound absence information so that they can contact anyone who is absent promptly, check what support may be required and encourage an early return to work. Automated ORACLE 'Alerts' have been operational for some time now and these are effective in alerting line managers when an employee has met an absence trigger and that action needs to be taken. Feedback from managers is that this is helpful particularly regarding short-term absence.

## **5. Services with higher than average sickness rates**

### **5.1 Adults**

The overall number of days lost per employee was 7.91 for the six months up to the end of September 2014. This is a higher rate than at the same point last year. The

total for the whole of 13/14 was 14. The number of days lost per employee in Care4CE for the first half of 2014/2015 was 8.06.

All Team Managers and Assistant Team Managers from the SMARTs in Individual Commissioning attended refresher training in May on managing attendance, with a focus on managing stress. In addition all Supervisory Support Workers in Care4CE have attended training on managing attendance in the last six months.

The current work to involve staff in redesigning the customer journey (operating model) in the social work teams has involved all staff. Feedback has been very positive and this engagement should help to ensure the forthcoming Changes in the social work teams are managed effectively and without any unnecessary uncertainty.

There has been uncertainty for the staff who work in Community Support centres and this is likely to be contributing to the level of absence in Care4CE. Managers are briefing staff as soon as there are developments to report in the decision making process and encouraging staff to express their preferences about redeployment or other options to try to get staff back to work more quickly.

## **5.2 Childrens**

Last year the average number of days lost per employee was 11.13. At the mid-point this year the average days lost was 6, so absence is running at a higher level in this service.

The management team is actively following up from the Staff Survey by preparing a number of measures to improve staff engagement, working on specific issues identified in the survey. These measures are hoped to have an effect by the end of the year. In addition there are monthly performance meetings where absence in Childrens and Families is monitored.

## **6. Council-wide Stress Management**

The Council treats any report that an employee is experiencing stress very seriously and takes appropriate action including referring the employee to our Occupational Health Unit and/or to the confidential and independent counselling service (Employee Assistance Programme or EAP). The EAP was introduced in April 2014 and feedback from staff and managers has been positive in that the service can be accessed very quickly and the aim is to help staff to manage a situation without going off sick. The overall rate of absence attributed to stress has not yet reflected this but will be monitored again at the end of the year.

There is also a good range of materials available to support managers and staff in building resilience and managing stress. The Director Adults Social Care has recently formed a cross-Council working group of management and union representatives to review all the resources available and make recommendations for further improvements. This group is planning to provide a calendar of events to support and promote well-being at work, a strategy to tackle stress and a series of promotions of

the materials available. An update on progress will be provided in the next Staffing Committee Report.

All the resources related to stress management are accessible to staff and managers through the intranet site and include:

- The Employee Assistance Programme:
- A Stress Management Policy – which has been developed with close reference to the HSE Guidance.
- A Guide for Employees – for managing Stress
- Employee Stress management Toolkit for managers and employees – to assist with finding the right steps of the process.
- A wide range of training courses and programmes on offer to all staff.
- A modern and succinct range of stress related training resources on Learning Lounge (the Council's e-learning suite) which are accessible by all staff from home or work.
- A 'Building Resilience' course / learning module – delivered by North West Employers to managers on the Collaborative Leadership Programme for middle and senior managers.
- Health and Wellbeing days / events which were ran in conjunction with Public Health, Leisure and other local partners. These were well attended with extremely positive feedback.
- Stress Management Checklist – for identifying the early signs and symptoms of stress.

## **7. Key future actions and priorities**

HR will continue to support managers on complex long term cases but will also explore options for new approaches to short-term absence.

The Working Group on Stress and Resilience will make recommendations by the end of March on a series of events and communications on how to help everyone deal with the normal pressures of work, how to identify if this is becoming difficult to manage, how managers can support a positive team culture where individuals feel well supported and how staff can help themselves to cope if they are feeling that pressure is becoming difficult.

The development of a coaching culture will take time but a good start has been made and needs to be developed further to ensure staff feel supported in their work and

that managers can draw on a range of management styles. The availability of coaching has been promoted via Team Talk. The launch of the new values and of the refreshed recognition scheme are also contributing to developing a positive culture at work where staff feel valued for their individual contribution.

HR will continue to provide regular information to SMTs on absence over the year and coach managers to manage these actively and sensitively, especially if the manager has limited experience. These reports will focus on short-term absence in the first quarter of 2015 and, subject to consultation with the unions, one service would like to pilot the use of a different approach to identifying staff with frequent absence. (This is known as the 'Bradford Factor' and it factors in the frequency and also the length of absences to give a different indicator of a pattern of absence which needs attention)

An updated action plan on managing attendance will be prepared for the end-of- year report.



## CHESHIRE EAST COUNCIL

### Staffing Committee

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**Date of Meeting:** 15<sup>th</sup> January 2015  
**Report of:** Mike Suarez, Chief Executive  
**Subject/Title:** Senior Management Restructure:  
Executive Director Economic Growth & Prosperity

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#### 1.0 Report Summary

- 1.1 The Council Meeting on the 11<sup>th</sup> December 2014 agreed to the creation of a new role of Executive Director, Economic Growth and Prosperity to strengthen the Councils Senior Leadership capacity in preparation for significant developments in economic development and regeneration. This reports sets out the selection process for the role.

#### 2.0 Recommendation

- 2.1 The Committee is invited to note and support the new job description for the role of Executive Director, Economic Growth and Prosperity.

#### 3.0 Reasons for Recommendations

- 3.1 Since 2012, Cheshire East has delivered some major deals in relation to new jobs, investment and growth. Over £800m of Government investment has been announced, unemployment has fallen across the whole Borough, and some high profile national expansion plans are underway such as the Bentley SUV/R&D facilities and the new world class Waters HQ in Wilmslow. Cheshire East was also instrumental in turning around the future viability of Alderley Park as National Life Science facility, a project which will now be utilised as a beacon of good practice for other major sites facing an economic shock or withdrawal from a major corporate.
- 3.2 The Council has also successfully championed a new SuperHub HS2 Station at Crewe, which has now been supported strongly by HS Ltd and a Government decision is due shortly. This ongoing work with the Government on HS2 and with the LEP on the wider economic growth agenda means that 2015 will continue to bring new opportunities and the Council now needs to develop capacity and continue to grow to fully capture the investment and ensure that we focus on delivery and putting residents first. As a consequence the capability and capacity of the economic development and regeneration function needs to expand to keep pace with the expanding agenda.

- 3.3 In the future the role of Executive Director, Economic Growth and Prosperity will need to oversee enhanced delivery around core services such as assets, regeneration and planning. By way of example the role will be overseeing delivery of strategic infrastructure valued in the hundreds of millions, the largest outside of conurbations in the UK, as well as continuing to drive town centre regeneration, heritage and culture, and will need to lever additional resources and devolution of responsibilities from Government to deliver the economic agenda and optimise the financial benefit to Council Tax payers in Cheshire East.
- 3.4 It is important to recognise the need to strengthen the capability and capacity of the Economic Growth and Prosperity function of the Council. Given the strategic significance of the opportunities for growth the Council has created a new role of Executive Director, Economic Growth and Prosperity to spear head the leadership of this function on behalf of the Council, and enable the delivery of a number of strategic outcomes.
- 3.5 A proposed job description is attached as an Appendix to this Report.
- 3.6 The role has been evaluated and falls within the existing senior manager grade range of £110,000 to £120,000 per annum plus a possible Performance Related Pay of up to £10,000 per annum in accordance with the Council's Pay Policy.
- 3.7 The Council's HR policies and procedures have been followed to ensure due process to safeguard the interests of the Council, and the employee concerned. In view of the HR implications of this restructure further consideration of these matters is covered in Part 2 of the agenda.

#### **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 The revised job description and job evaluation are applied in accordance with the Council's current Pay Policy.

#### **7.0 Financial Implications**

- 7.1 The revised costing of the structural change is accommodated in the Council's financial framework.

## **8.0 Legal Implications**

- 8.1 In an organisational restructure it is important to ensure that decisions are made in accordance with the Council's HR Policies and Procedures to safeguard the Interests of the Council, and effected employees.

## **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 Access to Information**

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

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## **Job Description**

Job Title: Executive Director – Economic Growth & Prosperity

Responsible to: Chief Executive

### **Purpose of Job:**

As a member of the Executive Management Team, to provide collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.

Lead by example in modelling and embedding the council's core values and behaviours to help build a sustainable, highly effective organisation and develop our reputation as a successful council in delivering our promise of "Putting Residents First" and providing real and lasting value to residents, businesses and communities. Act as a champion for the needs of local people, create an environment to foster organisational agility, creativity and teamwork, where boundaries are pushed and Putting Residents First becomes the DNA of how the Council and associated services operate.

Provide outstanding leadership and direction to a portfolio of services, driving service transformation and ensuring excellent joint working with Members and other stakeholders.

### **Principle Accountabilities:**

1. As a member of the Corporate Leadership Board, shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents. Provide a strategic vision for the future development of services to enable the council to meet its future challenges, fostering a culture of continuous improvement.
2. As a senior leader working as part of the distributed leadership network of the council, work together to drive forward and accept collective responsibility for a range of departmental and cross-cutting initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisation. Role model positive leadership behaviours, empowering, engaging and encouraging your teams to live the council values, to facilitate achievement of the corporate vision.

3. Lead the integrated delivery, improvement, management and performance of a portfolio of council services, commissioning and directing activity within the council and externally as required, and ensuring overall objectives are translated into effective plans and that public services are effective, efficient, and locally responsive. Provide inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture of standards, performance and accountability.
4. Ensure tight budgetary control and prioritise use of resources and assets to support the delivery of the council's vision and outcomes, and help ensure that the council receives value for money from its expenditure. Drive and/or support the development of outcome based commissioning models to better ensure strong price competition and transfer of risks through contracts with third parties. Champion and drive the development of commercial opportunities.
5. Provide a clear professional lead to and work collaboratively with all partners, securing the agreement, commitment and participation of all relevant agencies, partners and other stakeholders. Foster the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.
6. Drive business change to build a highly effective organisation, promoting accountability in line with future business needs. Assist the Chief Executive in developing a single council-wide corporate culture to engender a strong and shared approach to delivering services and to provide better support for staff to deliver savings.
7. Ensure that all activities within the directorate comply with the council's constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the directorate to manage performance and risk.
8. Uphold and promote the aims of the council's equality and diversity policies to ensure non-discriminatory practices in all aspects of work, and that diversity is embedded in everything, from workforce planning and policy development to planning service delivery.

### **Specific responsibilities**

1. Lead the Council's economic growth agenda, building strategic relationships with Government and key businesses to build prosperity, deliver economic growth and secure greater revenue returns to support the council's core activities;
2. Oversee the Council's approach to protecting, promoting and enhancing the natural assets of Cheshire East, creating the conditions for heritage, culture and our tourist economy to flourish and grow;
3. Oversee the development and implementation of a new spatial framework that covers planning, regeneration, investment, infrastructure, housing and transport, to maximise opportunities to achieve sustainable growth and supporting infrastructure for successful new and existing communities.
4. Lead the Councils' response to HS2 – delivering a Crewe High Growth City and building partnerships with Government, Network Rail and HS2 Ltd to deliver the Northwest HS2 SuperHub at Crewe;
5. Oversee the delivery of the Council's wider Strategic Infrastructure programme – leveraging investment from private and public sources and ensuring the right infrastructure is in place to deliver the Council's growth ambitions;
6. Lead engagement with Government, regional bodies, funding agencies, developers and, including business sectors, to develop partnerships and facilitate achievement of strategic objectives relating to economic growth and regeneration;
7. Oversee robust arrangements are in place so that the council meets its service objectives for Tatton Park and wider statutory duties in respect of housing, homelessness and planning, ensuring that delivery bodies are held to account for delivering high quality services to residents.

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