

# Staffing Committee

## Agenda

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**Date:** Thursday 16th July 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 body in question.

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

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

4. **Minutes of Previous meetings** (Pages 1 - 6)

To approve the minutes of the meetings held on 28 April 2015 and 11 June 2015

5. **Terms of Reference** (Pages 7 - 10)

To note the attached Terms of Reference for the Staffing Committee and the Staffing Appeals Sub Committee.

To note the membership of Staffing Committee, as agreed by Annual Council on 27 May 2015, as set out below:

Councillor Barry Moran – Chairman  
Councillor Gary Barton – Vice Chairman  
Councillor David Brown  
Councillor Janet Jackson  
Councillor Michael Jones  
Councillor David Marren  
Councillor David Newton  
Councillor Amanda Stott

6. **HR and Organisational Development** (Pages 11 - 38)

To consider a report on the progress with Human Resource and Organisational Development items, including Health and Safety

7. **Attendance Management 2014/2015** (Pages 39 - 46)

To consider a report on attendance management within Cheshire East Council during 2014/2015

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Tuesday, 28th April, 2015 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor R Domleo (Chairman)  
Councillor H Murray (Vice-Chairman)

Councillors D Brown, J Jackson and B Moran

**Officers**

Anita Bradley, Head of Legal and Monitoring Officer  
Bronwen MacArthur Williams, Corporate Health and Safety Manager  
Rosie Ottewill, Organisational Development Manager  
Dinah Robertson, HR Business Partner  
Rachel Graves, Democratic Services Officer

**24 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors D Marren, B Murphy and D Newton.

**25 DECLARATIONS OF INTEREST**

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

**26 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**27 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 15 January 2015 be approved as a correct record.

**28 HEALTH AND SAFETY UPDATE**

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

The Corporate Health and Safety Manager reported that 21 corporate health and safety course had been delivered during quarter 4, which had been attended by 224 members of staff.

The Service had carried out a number of visits and inspections during Quarter 4, which included visits to primary and secondary schools and Local Exhaust Ventilation tests as well as inspections at Hollins View, Carter House, Macon House, Heatherbrae and Cheyne Hall.

The Corporate Health and Safety Services had submitted a RoSPA Award portfolio in February 2015 and had recently been informed that the Council had been awarded its third consecutive Gold Award. The Committee congratulated the Service on their success.

The Quarter 4 accident and incident statistics showed a total of 629 accidents in the corporate core area, with 3 RIDDOR reportable accidents. A breakdown of and commentary on the statistics for January, February and March 2015 was detailed in the report.

**RESOLVED:**

That the report be noted.

**29 HR AND ORGANISATIONAL DEVELOPMENT UPDATE**

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

Work on developing the Workforce strategy and plans to achieve the proposed outcomes was underway with an initial consultation being held with a range of key stakeholders. This had identified 6 interlocking themes – culture and values, organisational design, leadership and management, building capability and capacity, resourcing and talent, reward and recognition. A further update would be given at the next meeting of the Committee.

The Department of Communities and Local Government had issued the Local Government Transparency Code 2014 last year. The Code placed a requirement on all Councils to prepare and publish a range of factual data on which policy decisions were based and on which public services were assessed or generated in the course of public service delivery. The HR element of the code, which were consistent with the Pay Policy Statement and with the Statement of Accounts. Information would be shortly published on the Council's website and included Organisation Chart, Senior Salaries, Pay Multiples and Trade Union Facility Time.

The Shared Parental Leave regulations had come into force on 1 December 2015 and applied to children born or placed for adoption on or after 5 April 2015. A Shared Parental Leave Procedure had been developed, based on the regulation, ensuring that the Council met its statutory obligations.

The Council had made a commitment to adopt the Living Way for directly employed staff. An implementation plan as currently under development to achieve the Council's commitment and consultation with the Unions had started in March.

At the last meeting it was agreed to arrange a special meeting to discuss sickness absence. After discussion with the Chairman, it was agreed to defer holding a meeting to enable a review of a full years data and that this form the basis of a report to the July committee. It was noted that the average number of days lost per employee was 11.97 at the end of March 2015, which was slightly higher than in the previous year.

Two people had left the Council under voluntary redundancy terms in Quarter 4. A total of thirty staff had left under voluntary redundancy in the 2014/15 financial year.

With the introduction of the Care Act on 1 April 2015, Workforce Development had implemented a training programme for all social care staff. A staff launch event was held in January. This was followed by the development of training manuals and additional learning material, which was rolled out through the delivery of over 30 separate training session for staff and providers to access. A new e-learning package for the Care Act had also been launched.

The Council had introduced Higher Apprenticeships in Finance and Social Media and proposed to introduce Higher Apprenticeships in Legal Service and HR. With effect from 1 April 2015 all Apprentices would be in receipt of age appropriate minimum wage and it was hoped that this would attract high calibre young people on to the scheme.

The Education HR Consultancy Team had delivered six Accredited Safer Recruitment Training Courses to 111 delegates that included school staff and governors. The training was well received and two further courses were planned in May and June. In addition the Team had been commissioned to run 5 bespoke courses for clusters of schools for 65 delegates. The Team had also delivered 7 additional bespoke training courses covering a range of HR topics for individual and groups of schools, and also provided Recruitment and Selection Support for Senior Leadership posts within a number of schools and academies.

Details of the Headcount by Directorate were included in the report and it was noted that between April 2014 and March 2015 the overall headcount for Cheshire East employees reduced by 12% and the overall number of FTE employees decrease by 10% over the same period. Excluding TUPE staff the Cheshire East turnover between January and March 2015 was 2.4%, with 95 people leaving the Council. During Quarter 42% left through resignation, 8% retirement and 41% through TUPE transfers.

**RESOLVED:**

That the report be noted.

**30 DIRECTOR OF CHILDREN'S SERVICES**

The Committee received a report which detailed the interim arrangements to cover the statutory responsibilities for the Director of Children's Services.

Tony Crane, Director of Children Services would be leaving the Council on 1 May 2015 and arrangements were in place to appoint a permanent replacement. There would be a gap between his departure and the commencement of a replacement and it was therefore necessary to put in place interim arrangements.

The Chief Executive, in consultation with the Portfolio Holder for Safeguarding Children and Adults, had discussed the opportunity with Senior Managers within Children's Services and had offered the role to Nigel Moorhouse, Head of Early Intervention and Prevention, on an acting basis from 1 May 2015 until the commencement of a permanent replacement. The appointment would secure leadership continuity in respect of safeguarding children and young people and ensured that a focus was retained on the improvement agenda across the department.

**RESOLVED:**

That the interim arrangements to cover the statutory responsibilities of the Director of Children's Services be noted.

The meeting commenced at 2.00 pm and concluded at 2.40 pm

Councillor R M Domleo (Chairman)

## **CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Thursday, 11th June, 2015 at The Kim Ryley Room - Westfields,  
Middlewich Road Sandbach

### **PRESENT**

Councillor B Moran (Chairman)

Councillors Rachel Bailey (Substitute), JP Findlow (Substitute), J Jackson,  
M Jones, D Marren, D Newton and A Stott

### **Officers**

Mike Suarez. Chief Executive

#### **1 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors G Barton and D Brown.

#### **2 DECLARATIONS OF INTEREST**

No declarations were made.

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

No members of the public were present.

#### **4 MINUTES OF PREVIOUS MEETINGS**

##### **RESOLVED:**

That the minutes of the meetings held on 23 April 2015 and 30 April 2015  
be approved as a correct record.

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

##### **RESOLVED:**

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

**6 APPOINTMENT OF THE DIRECTOR OF CHILDREN'S SERVICES**

The Committee interviewed the two candidates for the position of Director of Children's Services and made a recommendation to Council on the appointment.

**RESOLVED:**

That the appointment of Kath O'Dwyer to the position of Director of Children's Services, at the appropriate salary and with the appropriate job title, be recommended to Council.

The meeting commenced at 2.00 pm and concluded at 4.30 pm

Councillor B Moran (Chairman)

**TERMS OF REFERENCE FOR STAFFING COMMITTEE****Statement of Purpose**

- 1 The Staffing Committee is a key component of Cheshire East's corporate governance. It provides an independent and high level focus on the Human Resources, Organisational Development and Health & Safety matters affecting Council.
- 2 The purpose of the Staffing Committee is to provide independent assurance to the members of the adequacy of the HR service and staffing related matters.

**Functions of the Committee****Recruitment and Selection**

- 3 To undertake the recruitment and selection for the appointment of all members of the Corporate Leadership Board and formulating recommendations to the Council regarding the appointment and dismissal of the Head of Paid Service, Monitoring Officer and Chief Finance Officer.
- 4 To approve the designation of an officer to act as Monitoring Officer and Chief Finance Officer, in accordance with legislation and the appropriate procedures set out in the Staff Employment Procedure Rules.

**HR Policies**

- 5 To have the opportunity to review the Council's HR Policies and Procedures as required and to make recommendations to the Portfolio Holder. It is noted that the authority to approve HR Policies remains with the Executive

**Appeals**

- 6 For a 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

### **Corporate Leadership Board Appraisal Board**

- 7 To establish and oversee an Appraisal Board for all members of the Corporate Leadership Board.

### **HR Performance**

- 8 To receive HR and Health & Safety performance measures, as detailed below, on a quarterly basis in order to assess the effectiveness of current HR and Health & Safety arrangements.
  - Headcount Data
  - Sickness Absence
  - Turnover
  - HR Casework (including disciplinary, grievance and capability)
  - Health and Safety Accidents Records
  - Health and Safety Training

## **Staffing Appeals Sub Committee**

### **Terms of Reference**

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.

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## **CHESHIRE EAST COUNCIL**

### **Staffing Committee**

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**Date of Meeting:** 16<sup>th</sup> July 2015  
**Report of:** Phil Badley, 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 to include Health and Safety. The report includes:

##### **SECTION 1 - YEAR END REVIEW 2014/2015**

- An end of year review for the HR&OD service for 2014/2015
- Key workforce data summary for 2014/2015

##### **SECTION 2 – WORKFORCE PRIORITIES 2015/2016**

- A summary of key workforce priorities for 2015/2016
- Health and safety update Q1
- Key Workforce data Q1 2015

#### **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 activity across the Council.

#### **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.

## **SECTION 1 – YEAR END REVIEW 2014/2015**

- 10.0** This section of the report provides a summary of the key areas of focus and achievements for the HR & OD service during 2014/2015, recognising the diverse range of activities undertaken across the functions.

### **10.1 Health and Safety**

All data refers to Health & Safety delivered to Corporate and Schools employees and services only. Excluded ASDV statistics will be presented by Cheshire East Residents First in their Annual Board Report – in conjunction with a decision reached by Staffing Committee Members on 23.10.14.

#### **Corporate Health & Safety Training Programme**

547 corporate and school employees were trained on 56 training courses – which included: First Aid at Work, First Aid Re-qualification, Emergency First Aid at Work, Basic First Aid, IOSH Managing Safely, Manual Handling, PRIME, CIEH Level 2 Health & Safety, Accident Investigation, AED Training for First Aiders, Risk Assessment Workshop and Corporate Induction.

#### **Inspection Programme**

34 workplace inspections and visits of premises were undertaken and are usually attended by the premise manager, Trade Union representative, Facilities Management Officer and the relevant Corporate Health & Safety Adviser.

#### **Annual Health and Safety Reviews**

Reviews undertaken at Schools who purchase Health, Safety and Risk Management Services via the ChESS contract involved 17 Secondary Schools, 4 Special Schools, 139 Primary Schools and 30 LEV Tests (15 in Science and 15 in Design & Technology).

## Accident & Incident Data

4969 accidents and incidents were recorded on PRIME - of which 93 were RIDDOR reportable. This compares favourably to 6271 accidents and incidents and 113 RIDDOR reportable events during 2013 – 2014. Key reportable incidents in schools involve injuries sustained during sporting activities, burns whilst cooking and using kitchen equipment and assaults (pupil on staff and pupil on pupil). The majority of non-school reportable incidents involve slips, trips, falls (on level ground), manual handling and falls from height.

## KEY ACHIEVEMENTS

- Ongoing safety inspections of Children's Centres – successful 6 monthly inspection rolling programme facilitated through joint visits with Corporate Health & Safety Advisers, Trade Union Representatives and centre managers.
- Modernising and reviewing the Corporate Health & Safety Policy and the Fire Policy, along with preparation of numerous Guidance Notes to support these documents
- Third Successful ROSPA Gold Award for Health & Safety

## 10.2 Workforce Development

### Training Needs Analysis & Commissioning Cycle

During 2014/2015 the team have undertaken an organisation wide **skills audit** of employees, which, whilst identifying a number of inconsistencies with historical training provision arrangements, has also contributed to the on-going professional development commissioning requirements for the forthcoming academic cycle.

Regular meetings are also undertaken with service directors and business managers from across the organisation to confirm commissioning needs, and track progress across work streams plans.

During 2014/2015 two further **staff engagement** / workforce development focus groups have been created to ensure that training needs from the Chief Operating Officer, and Economic Growth & Prosperity services are satisfied.

**Integration** projects of Caring Together and Connecting Care, along with the Pioneer programme have dictated a number of training requirements within the regional Health and Social Care arena, with a generic skills passport and competency / capability frameworks being established.

Additional meetings have also been undertaken with complaints team, legal and business performance to ensure the quality assurance cycle is maintained and identified themes are highlighted to senior management teams.

All training requirements and delivery methods are agreed by Heads of Service and each topic is then either commissioned from an external source, or provided from the in-house pool of expert trainers according to agreed specifications.

Learning, Improvement & Qualifications Overview:

- a. Towards Excellence, the corporate learning and development programme has continued to grow its offering for all employees comprising of the core **statutory courses** which includes fire, health & safety, and equality & diversity, and has catered for 3,620 delegates with a further 920 delegates attending a range of the essential **mandatory courses**, including data protection and information governance. This represents almost a 33% increase on last year's delegate figures of CEC employees. Further improvements in the distance learning provision of these core subjects is currently being investigated in conjunction with CE Assets team.
- b. Training provision of both basic **Adult and Child safeguarding** has continued to be delivered to all employees, students, volunteers and elected members with over 400 delegates in attendance, with additional specialist areas including Child Sexual Exploitation, Child Sexual Abuse and the Toxic Trio awareness training being delivered on a fortnightly basis, with line management of the Local Children Safeguarding Board transferring to the Workforce Development Team during 2014, ensuring that representation on both LSCB and LSAB sub groups for Learning, Development & improvement and the promotion of Domestic Abuse training and awareness sessions remain a priority objective.
- c. Working directly with **AftaThought** an ambitious drama based consultancy company to introduce action learning sets for both safeguarding and mental capacity awareness, creating bespoke E-Based webinars as well as theatre observation scenario interaction workshops.
- d. A new range of **management development** sessions were introduced to improve commercial acumen, entitled "Business for Breakfast" which proved to be very popular with a regular monthly cohort of 40 delegates attending the one hour sessions at 8am from a range of externally commissioned providers such as NW Employers' Organisation and Manchester Metropolitan University. Due to the popularity, the courses and feedback received, they will be repeated at a variety of times and locations again during 2015/2016.
- e. Lean methodologies along with numerous **professional topics** including personal effectiveness, report writing and professional practice were delivered to over 80 employees with 99% of delegates reporting that the sessions would improve their current capability and effectiveness. A new introductory

workshop on Neuro linguistic programmes (NLP) was offered to a wide range of managers from across the organisation. Of the sixty delegates involved, fifty six have enrolled onto further NLP sessions arranged in order to become a practitioner.

- f. Management team development sessions within Adult Social Care, Finance, Public Health and Economic Growth and Prosperity have included working with **Insights Discovery** involving the Karl Jung theory on effective communication and the science of **Laughology**, strengthening team resilience, effectiveness and efficiency. Further workshops are planned during 2015/16 to embed the methodologies into everyday working practices.
- g. All external invigilation inspections of the **Cheshire East College** by the Examination Board of City & Guilds continue to describe the provision of excellent levels of teaching, assessment and support of learners in all 10 courses offered to both CEC employees and partners. A total of 288 employees enrolled onto vocational qualification pathways, including Health & Social Care, Adult Teaching, Business Administration and Information, Advice and Guidance.
- h. New nationally recognised courses include Entry Level 3 Employability Skills for the pre-apprenticeship **Cygnets Pathway**, and in conjunction with Age UK Advocacy Consortium, the CEC College will be delivering the first cohort of **City & Guilds level 3 Advocacy** qualifications to a mixed cohort of CEC Community Agents and Age UK volunteers too.
- i. Following Corporate Leadership Board agreement, The Institute of Leadership and Management qualifications (ILM) continue to be delivered at levels 3 and 5 with four cohorts of management candidates with a total of 75 participants, with 18 candidates on hold.
- j. The introduction of NVQ level 4 "Aspiring" managers being introduced recently for prospective managers within Children & Families Services, and a new project in conjunction with Cheshire Constabulary, Cheshire Fire & Rescue and Warrington Borough Council supporting female employees in applying for their first management post within the four organisations.
- k. **Career Entry pathways** continue to expand with the introduction of six Health & Social Care Cadetships in Dementia / Learning Disabilities and Children & Families Personal Assistance, along with NVQ Level 4 Advanced Apprenticeships in Children Centre Management and Legal Services being introduced.
- l. Currently there are 35 apprentices working for the Council (excluding ASDV's) with 9 vacancies currently being filled. Over the last 12 months, 12 apprentices have gained employment with the Council, which represents a 50% increase since last year. Following feedback from Apprentices, the scheme has recently been refreshed and re-named as the **A Star Apprentice Programme**.

- m. In addition the Council is part of the Government's trailblazing programme to introduce employer standards across apprenticeship frameworks. The Council has implemented the age appropriate wage to attract high calibre candidates, and also signed up to The Crewe Pledge, an initiative that brings together businesses, schools, further and high education institutions with the aim of providing every young person living, studying or working in Crewe with the opportunity to develop employability related skills.
- n. In addition to further education Apprentices, the Council has continued to support 12 higher education graduates in under graduate placements during degree courses, and 19 post graduate internship programmes with an additional 52 newly qualified graduates choosing the Council as their first employer.
- o. A new graduate support programme has been rolled out to assist graduates transition successfully into the work environment, this follows the successful practice based placements arranged in conjunction with all eight local Universities, and the work undertaken following Lord Narey's report to improve standards of education at University.
- p. Employees are encouraged to undertake **Continuous Professional Development** (CPD) to ensure that they are the best that they can be. A monthly CPD assessment panel operates to ensure that all study request applications are treated in a consistent and transparent process. The panel confirms that the CPD is in line with department priorities, and stipulates a percentage of funding to be paid, and the amount of study leave permitted. During 2014/15 over 36 applications were approved with 2 requests denied.

### **Key achievements**

- Ability to measure the effectiveness of training provision following the introduction of a new evaluation and feedback process which is able to provide a delegate satisfaction and change to practice as a percentage so that each training programme can be assessed and highlight the return on investment made.
- Maintaining Centre of Excellence recognition and direct claim status from City & Guilds examining body, highlighting high quality delivery of training across the 14 certificated awards.
- Successfully introducing a number of effective communication theories, such as Insights Discovery, the science of Laughology and Neuro Linguistic Programming to Cheshire East Council as a catalyst for managers "to be the best that they can be".

### 10.3 HR Strategy and Organisational Development

#### **Living Wage**

The Council has made a commitment to adopt the Living Wage for directly employed staff in the autumn and will encourage its adoption by maintained schools and contractors. Consultation on the detailed implementation of this decision is underway with the unions.

#### **Working rewards**

The Council has continued to offer a range of staff benefits such as green car scheme, bike to work scheme, childcare vouchers and additional annual leave. These salary sacrifice schemes offer a saving to both the employee and Council by allowing a portion of an employee's salary to be exchanged to purchase an accredited scheme; these payments are exempt from tax and National Insurance (NI) contributions, plus a reduction in our carbon footprint.

#### **Transparency code**

The Local Government Transparency Code 2014 code placed a requirement on all Councils to prepare and publish a range of factual data on which policy decisions are based and on which public services are assessed or which is collected or generated in the course of public service delivery. The workforce elements of the code have been published through the Council's website to meet four sections of the code:

- **Organisation Chart** - authorities must publish an organisation chart covering the top three management tiers of the organisation
- **Senior Salaries** - as well as the data required to be published under the Accounts and Audit Regulations 2011 (Statement of Accounts data) the code now also requires a summary of responsibilities for each post and remuneration for employees whose salary exceeds £50,000.
- **Pay Multiple** - this information is already included in the Council's Pay Policy Statement and will be updated to provide the ratio between the highest paid and the median earnings figure of the authority's workforce.
- **Trade Union Facility Time** – to include the number of staff who are union representatives, names of trade unions represented and an estimate of spending on unions.

## **Employee engagement**

The staff survey last year provided a valuable snapshot of how colleagues felt about working for the Council, highlighting the commitment of colleagues and willingness to change. It also highlighted the need to involve and value colleagues more. Since then a number of actions have been progressed corporately and more locally in teams and services - to build on strengths and work on those areas colleagues said were not good enough.

Actions have included continuing with and embedding existing practices and programmes such as the Council's performance development approach and building leadership and management capability, alongside new initiatives such as the formation of a Resilience working group and a series of colleague conferences in the services led by the Chief Operating Officer and more recently the "Big Events". This work continues, recognising we all have a part to play to ensuring CEC is a great place to work.

## **Culture and values**

A number of organisational development projects have continued to support the Council's transformation. For example, the launch of the Council's FIRST values and behaviours which underpin the Council's commitment to Putting Residents First and define the way in which we work together.

Supporting this has been the launch of the Making a Difference employee recognition scheme which has seen more than 700 colleagues being recognised for Putting Residents First and making a real difference to colleagues, citizens and communities.

## **Key achievements**

- To support the Council's ambitious agenda an investment has been made in developing coaching capability to lead and manage change, unlock individual and team potential, and sustain high levels of performance. More than 35 internal accredited coaches are now using a coaching approach with their teams and provide a coaching offer to the wider workforce.
- Embedding the Council's performance development review process (appraisal) with more than 70% of colleagues having an individual performance development plan in place supported by regular one to one's and end year review.
- Work commenced on developing a Workforce Strategy to support the Council in achieving its goals and ambitions.

## 10.4 HR Delivery

### Employment Relations

Cheshire East Council has a collective agreement with those trade unions who are recognised by the Council for the purpose of local consultation and negotiation on pay and conditions of employment. Monthly meetings are held with the trade union's at corporate level, in service meetings and one to one's enhance the employee relations within the Council. Engaging with the trade unions and staff through periods of change is facilitated by regular stakeholder meetings, a practice that was introduced when establishing Orbitas, and CoSocius and which continue to be adopted for all other major change projects.

### Recruitment and Retention

A recruitment management system Taleo was launched in January 2015, following a lengthy period of joint working with Cheshire West and Chester, and CoSocius. Taleo is an automated vacancy posting and tracking system that allows line Managers to manage and monitor the advertising and appointment process of recruitment. Further work is ongoing to develop the new starters, and induction capabilities of the system.

Before a vacancy can be advertised approval is sought through Recruitment Watch. Recruitment watch is held monthly and is administered by HR Delivery. During 2014/15, 721 vacancies were submitted to recruitment watch.

There are pockets of the Council where recruitment continues to be difficult such as Social Work, and Planning. In 2014 a retention pay policy was introduced in the Planning service, as an aid to retention, and a recruitment and retention strategy for Children's Social Workers was rolled out. This included the launch of a microsite to showcase Cheshire East as a preferred employer for those hard to recruit to roles, and was the platform for the recruitment of two Senior Management roles, and remains the platform for Children's Social care. Work is ongoing with Cheshire East Web team to make this accessible for all vacancies.

Redeployment arises as a result of displacement due to restructure and as a result of capability due to poor performance or ill health, and is critical feature of our retention policy. Coaching, interview and CV preparation and reskilling are just some of the interventions we offer. The table below shows the numbers of staff who were placed at risk and given access to redeployment and the outcomes achieved:

**Redeployment Activity 1/4/2014 – 31/3/2015**

Redeployment to a permanent role	38
Redeployment to a temporary role	7
Resigned/Left/Mutual Termination	14
Retained in post – restructure on hold	40
Returned to substantive post	5
End of Fixed Term Contract	0
Efficiency Retirement	0
Voluntary Redundancy	13
Compulsory Redundancy	0
<b>Total</b>	<b>117</b>

**Service Redesign and Restructures**

HR Delivery provides professional HR advice on all staffing matters that occur as a result of restructure, service redesign or transfer of staff in or out of the Council. In particular HR support has been given to the establishment of a number of ASDV's in 2014/15, this included Ansa, Orbitas, CoSocius, ESSAR, TSSL, and Civicance. Tatton Park Enterprises and Civicance buy back the HR advice and support from HR Delivery.

The cleaning support to Schools was transferred out under TUPE in January 2015 and we continue to support throughout the year re-contracting of catering services to schools. Also in 2014/15, the review of management roles continued to be rolled out and support was given to re-evaluate roles, redeploy staff, and support people to exit the organisation where this is supported. A number of strategies are adopted to assist the Council in reshaping and downsizing in a way that minimises the liabilities on the Council.

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. A total of thirty staff have left under voluntary redundancy in the 2014/15 financial year, 14 of whom held posts within the management grades (Grade 10 or above). The total severance cost, for all 30 employees was £1,322,000, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £6,749,000 (which is the combined accumulated costs of the deleted posts).

## **Employee Performance and attendance**

All HR practitioners in HR delivery throughout 2014 and 2015 have and will attend the manager as coach training and are using this skill to coach managers to intervene early where staff concerns are raised to avoid escalating these concerns through formal procedures. This includes attendance management and performance management. Short bite size training sessions are delivered to targeted groups of managers, in addition to the corporate training programme.

## **Key Achievements**

- In 2014/2015 HR delivery managed two days of industrial action as a result of national negotiations around pay. Agreement was reached at a national level and the pay awards were subsequently implemented in 2015.
- Launch of Taleo recruitment management system and the recruitment microsite [www.cheshireeastjobs.com](http://www.cheshireeastjobs.com)
- There have been no compulsory redundancies in 2014/2015 mainly due to our redeployment interventions and the successful application of HR policies and procedures.
- The transfer of staff to CoSocius, Everybody Leisure, Ansa, Obitas, TSSL, and Civicance

## **10.5 Education HR Consultancy**

The Education HR consultancy launched two levels of service in September 2014, Gold and Silver with the Silver Service having a limit on the amount of time that can be spent providing on-site support to schools and academies. Total buy back during 2014/2015 equated to 90% of schools which represents a slight reduction on last year due to a number of Primary Schools joining Multi Academy Trusts which provide HR support. Two new academies decided to buy back during the year. The offer to schools and academies has been enhanced further by the introduction from September 2015 of 1 and 3 year contracts. Currently 54 schools and academies have signed up to the 3 Year Gold Package.

During the year 2014/2015 the team have delivered 14 Accredited Safer Recruitment Training Courses for Schools and Academies, in addition the team have delivered 3 courses for Cheshire East Council staff who work in Children and Families Services, feedback on the training has been very positive indeed and it is intended to arrange further courses in the Autumn Term due to demand.

The team delivered five Workshops/Training events for Headteachers during June which focussed on Leadership and Management Development as well as briefing on key changes contained in the School Teachers Pay and

Conditions Document 2015. Two training courses for Governors were delivered in May/June covering Headteacher Performance Management. The team has supported major staffing restructures in five secondary and primary schools/academies. 29 TUPE transfers have been completed since April 2014 and the team are currently managing 21 TUPE Transfers arising from schools converting to become academies between September 2015 and January 2016.

There were 8 new or updated policies/procedure issued between April 2014 – March 2015 - Adoption Policy and Procedure, Redundancy Policy and Compulsory Redundancy Procedure, Appraisal Policy and Procedure for Support Staff, Flexible Working Policy and Procedure, Parental Leave, Whistleblowing, Recruitment and Selection and Model Pay Policy). In addition guidance and FAQ's were issued in relation to Disqualification by Association.

### **Key Achievements 2014/2015**

- Successful launch of Gold and Silver packages.
- 29 TUPE Transfers completed covering both academy conversions and other staff transfers including catering, cleaning and nursery/pre school establishments.
- Roll out and delivery of 17 Accredited Safer Recruitment Training courses for school staff and governors.
- Development of 8 new policies/procedures for schools and academies.
- Developing the CHESHUB portal functionality to include automated bookings for training courses online.

### **Conclusion**

This section illustrates the broad range of support that the HR/OD function delivers to enable managers to deliver the Councils priorities and outcomes. Section two later in this report outlines the priorities for the current financial year.

## 11.0 Workforce Data Summary 2014/2015

### 11.1 Cheshire East headcount summary


Between April 2009 and April 2015 the overall Cheshire East Council employee headcount has reduced by 41.55%, and the overall number of FTE Cheshire East Council employees has decreased by 41.05%. Figures include shared services but exclude casuals and agency.

**Table 1A: Cheshire East headcount summary** – figures include shared services but exclude casuals and agency

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
30 Apr 2015	3,812	-13.42	2883.5	-10.80

**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. On 31<sup>st</sup> March 2015, 44 employees TUPE transferred to CivicanCE.

**Table 1B: Headcount and FTE Figures (excludes casual assignments)**

Directorate/Service	April 2015	
	Headcount	FTE
Public Health	23	20.3
Media (Communications and PR)	8	7.9
Strategic Commissioning	2834	2079.5
Adults Social Care & Independent Living	1144	873.9
Children's Services	1162	764.0
Commissioning and Client Support 	25	23.8
Communities	500	414.8
Chief Operating Officer	589	482.1
Commissioning	51	46.3
Corporate Resources and Stewardship	309	249.1
Democratic Services and Governance	87	56.1
Legal Services	36	31.9
People and OD	61	54.7
Apprentices	44	43.0
Economic Growth & Prosperity	365	292.7
Assets	29	28.0
Crewe – High Growth City	1	1.0
Investment	92	83.8
Strategic and Economic Planning	65	63.3
Strategic Infrastructure	9	8.5
Visitor Economy, Culture and Tatton Park	164	103.4
<b>Cheshire East Council Total</b>	<b>3812*</b>	<b>2883.5</b>

\*: 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. ☐: Includes PATROL. Figures represent April 2015 due to leavers on 31<sup>st</sup> March 2015 still appearing in headcounts for March 2015.

Due to the implementation of the revised Oracle organisation structure in September 2014, headcount and FTE information cannot be directly compared between services/directorates across financial years.

## 11.2 Absence

**Table 2: Days lost through absence per FTE employee**

Directorate	2012/2013	2013/2014	2014/15
All Cheshire East( excluding Schools)	12.03	11.33	11.97
Whole Year Target	11.02	12.03	11.00

### BV 12 Working days lost due to sickness absence

Note: BV 12 definition (nationally benchmarked data) includes schools. Data reported below is an adaptation of this measure excluding schools.

The overall calculated days lost to absence per FTE employee in 2014-2015 was 11.97 days, for non-schools staff, which was above the target of 11.00 days. Absence levels in 2014/15 were 0.64 days/FTE employee higher than in 2013/14, but 0.06 days/FTE employee lower than 2012/13.

## 11.3 Leavers

**Table 3: Leavers (excluding casuals) during 2014/15<sup>†</sup>**

Reason	2014/2015				
	Q1	Q2	Q3	Q4	Total
TUPE Transfer	445	1	66	65	577
Resignation	64	83	70	67	284
Retirement (Normal/Early/Efficiency/Late/85 Rule/III Health Retirement)	18	12	21	15	66
Voluntary Redundancy	10	11	6	3	30
Mutual Termination	4	3	4	2	13
End of (Training/Fixed Term) Contract	4	2	3	4	13
Contract Terminated	6	0	2	0	8
Unsatisfactory Performance	1	2	5	3	11
Death in Service	0	0	0	1	1
<b>Total</b>	<b>552</b>	<b>114</b>	<b>177</b>	<b>160</b>	<b>1003</b>

<sup>†</sup>: Figures represent employees leaving, not the number of Oracle assignments ending; number of leavers will not reflect headcount figures in table 1A (which shows the net effect on headcount of starters and leavers).

Including TUPE transfers, the Cheshire East turnover during 2014/15 was 25.1% (1003 leavers, average headcount during 2014/15: 3997); however if TUPE transfers (predominantly to ASDVs) are excluded this figure drops to 10.7% (426 leavers). When TUPE transfers are included turnover was highest during quarter 1 (13.4%) and lowest during quarter 2 (2.9%) of 2014/15; with turnover during quarters 3 and 4 of 2014/15 at 4.4% and 4.1% respectively. However, when TUPE transfers are excluded, turnover has been consistent, with quarterly turnover at 2.6%, 2.8%, 2.8% and 2.5%, sequentially, throughout the financial year.

Based upon the leaver information entered into the Oracle employee database, 57.5% of all leavers during 2014/2015 left through TUPE transfers, 28.3% of leavers resigned, 6.6% retired, 3.0% left through voluntary redundancy and 4.6% left due to other reasons (e.g. Mutual Termination, End of Fixed Term Contracts etc.).

#### 11.4 HR Casework Summary of formal case work figures for 2014/2015

HR Delivery advised on the following number of cases in formal procedures over the year. Where cases can be effectively resolved informally, managers are encouraged to do so, using coaching, training and supervision.

Disciplinary	31
Dignity at Work	6
Grievance	8
Capability	4

Note – as managers may start the capability process independently HR may not have every cases recorded, unless there are complex or sensitive circumstances.

## **SECTION 2 –WORKFORCE PRIORITIES 2015/2016**

**12.0** During 2015/2016 the HR&OD Service are focusing on a range of workforce priorities to progress the achievement of the following outcomes:

- 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.

Priorities for 2015/2016 have been grouped under the six workforce themes.

### **12.1 Culture and values**

- To embed the Councils core values and behaviours as a lever for cultural change.
- To continue to support and measure the strengthening of employee engagement levels across the Council

### **12.2 Leadership and management**

- To develop and implement models and approaches to develop leadership, build teams, develop potential and deliver high performance.
- Agree core management skill requirement to facilitate cross organisational promotion and sharing of best practice.
- To seek opportunities to make early interventions to help resolve any potential conflicts or disputes before they escalate into formal casework.
- To review, develop and update HR policies and procedures for the Council, schools, and Academies to ensure they meet organisational and legislative requirements

### **12.3 Organisation design**

- To advise on HR planning and the HR implications of organisational change to assist the council in maturing as a commissioning authority.
- To support schools and academies with specific change management projects.

- To contribute to the development of an increasingly agile workforce and workplace.
- To develop Education HR Consultancy such that we become the HR provider of choice for schools and academies.

#### **12.4 Reward and recognition**

- To manage and further develop a range of salary sacrifice and other employee benefits, contracts and suppliers.
- To commence work on a review of the Councils pay and rewards systems to increase flexibility and retain key skills.
- To support Academies and Schools in developing further their pay structures for teachers and in particular support the introduction of the new Leadership and Management Pay and Conditions

#### **12.5 Resourcing and talent**

- To strengthen our employer brand and employment offer so that the organisation may position itself as an employer of choice.
- Introduce a management development and aspiring manager succession planning pathway and continuous professional development mechanisms for managers to maximise their own, and their teams' abilities.
- Continue to attract the cream of youngsters applying to the Council's A Star Apprenticeship /Cygnet and Social Care Cadet schemes
- Continue to grow our own specialist, and embrace newly introduced pathways of development for Social Work/Assessed and Supported Year of Employment (ASYE) graduates and create progression and horizontal promotional pathways to utilise the wealth of knowledge and skills of the most talented and experienced social workers.
- Strengthen relationships with local universities to further develop the graduate internship schemes, specifically looking at recruiting into specialist local authority roles within education quality assurance, legal services, town planning, and government data analysis areas.
- Assisting with Children Services improvements to ensure child social care / safety is paramount.
- To manage resourcing infrastructure jointly with CWAC and CoScious e.g. Taleo recruitment system, procure new Agency Worker contract.

- Develop and promote interventions that support a high performing workforce such as managing attendance managing performance and promoting resilience and wellbeing.

## **12.6 Capability and capacity**

- To ensure that the Council takes a fair and consistent approach through the application of the organisations employment policies and procedures to ensure compliance with employment legislation.
- Agreeing core training requirements and devise innovative delivery methods within the Towards Excellence Organisational wide training programme.
- Agree a range of specific professional development opportunities in line with Council priorities for each service
- Ensure all aspects of safeguarding and child exploitation training are introduced.
- Continue to improve care standards within internal and external provider arm services/Private Voluntary Independent (PVI) sector across Cheshire East geographical area, promoting Early Intervention and Crisis prevention strategies to state, privately funded clients and carers within both Adult and Children & Families services.
- Embed The Care Act 2014 principles into all relevant health & social care activities and prepare for phase two changes which will affect all financial aspects.
- Continue to champion and embed integration and partnership working, through joint planning, delivery and attendance at learning & development sessions, and the governance of Local Safeguarding Children's Board (LSCB) training team on behalf of Partnership Board.

## **12.7 Corporate Health & Safety**

- To further develop Health and Safety management and practice across all services to both improve employee wellbeing and to provide a safe and supportive working environment which enables our employees to contribute effectively, reach their full potential and maximise attendance.
- To continually improve delivery of the Health & Safety service to schools and academies, whilst maintaining / increasing buy-back where possible.
- Refreshing the schools Health & Safety audit review documentation – undertaking benchmarking with external providers to ensure a quality service is being delivered and ensuring that updated Health & Safety Policies and Procedures for schools and academies are maintained and

available on Centranet / upon requestTTo continue to deliver a quality service to ASDVs through support from dedicated Safety Advisers

- Developing future portfolios to include RoSPA, British Safety Council and the North West Ambulance Service (NWS) Defibrillator award schemes
- Proactively monitoring the Occupational Health contract to ensure that the Council receives a value for money service.
- To link with the Wellbeing Manager and HR colleagues to identify wellbeing initiatives appropriate for Health & Safety input e.g.: 75% of appropriate employees complete a DSE self risk assessment biannually.
- Building upon the achievement of the current Workplace Wellbeing Charter and contributing to the portfolio for the forthcoming assessment (H&S section).
- Reinvigorating the Corporate Health & Safety Audit Programme – delivering a quarterly audit to all service managers throughout 2015 – 2016.

### 13.0 Corporate Health and Safety Q1 Update

#### HEALTH AND SAFETY UPDATE – QUARTER 1

Please note that data within this report refers only to employees working in schools and the corporate core, following a decision made by Staffing Committee Members in October 2014. Health and Safety data relating to ASDVs will be included in the Cheshire East Residents First annual board report.

#### DELIVERY OF TRAINING DURING QUARTER 1: 01.04.15 – 30.06.15

7 courses have been delivered across 65 employees from the Corporate Core and from Schools.

No. Courses	Course Title	Attendees
1	Emergency First Aid At Work	12 (10 Corporate, 2 Schools)
1	AED Training for First Aiders	7 (7 Corporate)
1	First Aid At Work Requalification	9 (9 Corporate)
4	PRIME	37 (6 Corporate, 31 Schools)
7	TOTALS	65

#### VISITS AND INSPECTIONS UNDERTAKEN DURING QUARTER 1: 01.04.15 – 30.06.15

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

- Primary Reviews – 36
- Secondary Reviews – 6
- LEV Tests Design & Technology – 7
- LEV Tests Science – 9

Two biannual Health & Safety Briefings were delivered to Schools staff (including Headteachers, Business Managers, Caretakers) during May – one took place in Macclesfield and the other in Crewe. Attendance was high – at 82 across both locations and feedback was positive. Issues discussed included the Occupational Health Service, new documentation available on CEntranet, working with contractors, health & safety training and an update regarding records management for schools.

Inspections undertaken included:

- Sandbach Children's Centre
- Sandbach Transport Festival
- Cheyne Hall
- Bollington Library
- Brook Children's Centre
- Stanley Leisure Centre
- Macclesfield Library

## NEW CORPORATE HEALTH & SAFETY AUDIT PROGRAMME

A new Corporate Health & Safety Audit programme targets Service Managers supporting Corporate services. The previous audit format has been modernised and now involves a quarterly electronic survey covering up to five different subjects. Hyperlinks allow access to relevant supporting documentation e.g: guidance notes, self assessments, example risk assessments etc.

Responses will be monitored to identify where to target health and safety support. A annual resume will be delivered to Senior Managers during Quarter 4

## CORPORATE ACCIDENT & INCIDENT STATISTICS - QUARTER 1: 01.04.15 – 30.06.15

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. Comparisons should be possible between quarterly figures on an annual basis (year on year) from Quarter 3 in 2015.

The format of accident / incident<sup>1</sup> statistics which the Staffing Committee receives every quarter reflects the:

- reduced number of staff remaining within CEC
- separate identification of schools data
- fact that statistics regarding Academies are no longer reflected in these figures - as Academies are now responsible for their own accident and RIDDOR reporting
- fact that statistics regarding ASDVs are no longer reflected in these figures

### Total number of RIDDOR Accident / Incidents

Reporting Period	No. of Accidents & Incidents on PRIME	No. of RIDDOR Reports
Q1– Q4: 2012- 2013	5956	151
Q1– Q4: 2013- 2014	6271	113
Q1– Q4: 2014- 2015	4969	93
Q1: 2015-2016 (excluding ASDVs)	939	6

<sup>1</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.

<b>Q1: 2015 – 2016: Accidents &amp; Incidents (excluding ASDVs)</b>			
<b>Corporate Core</b>	<b>RR<sup>2</sup></b>	<b>Schools</b>	<b>RR</b>
598	2	341	4

Monthly statistics for April, May and June 2015 are shown below:

**ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.04.15 – 30.04.15**

		<b>Corporate Core Employees 3,812<sup>3</sup>:</b>	<b>Schools Employees 4,388:</b>
<b>Accidents</b>	Employees	47	9
<b>Accident Rate Factor (Employees)</b>		12.3	2.1
	MOTP <sup>4</sup>	119	99 <sup>5</sup>
<b>Incidents</b>	Employees	20	1
	MOTP	50	0
<b>A&amp;I Total</b>		<b>236</b>	<b>109</b>

		<b>Corporate Core</b>	<b>Schools</b>
<b>RIDDOR</b>	Employees	1	0
	MOTP	0	4
<b>RIDDOR Total</b>		<b>1</b>	<b>4</b>

**ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.05.15 – 31.05.15**

		<b>Corporate Core Employees 3,794:</b>	<b>Schools Employees 4,368:</b>
<b>Accidents</b>	Employees	28	10
<b>Accident Rate Factor (Employees)</b>		7.4	2.3
	MOTP <sup>6</sup>	104	106
<b>Incidents</b>	Employees	14	0
	MOTP	33	3
<b>A&amp;I Total</b>		<b>179</b>	<b>119</b>

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

<sup>3</sup> All employee numbers (i.e.: both corporate core and schools) refer to head counts

<sup>4</sup> MOTP – Members of the Public

<sup>5</sup> Includes an accident involving a contractor, a cut hand that was not RIDDOR reportable

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

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

**ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.06.15 – 30.06.15**

		Corporate Core Employees 3,810:	Schools Employees 4,363:
<b>Accidents</b>	Employees	28	9
<b>Accident Rate Factor (Employees)</b>		7.3	2.1
	MOTP	97	99
<b>Incidents</b>	Employees	12	5
	MOTP	46	0
<b>A&amp;I Total</b>		<b>183</b>	<b>113</b>

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

**COMMENTARY:**

**Corporate Core – RIDDOR Reports**

- **April:** The single RIDDOR reportable accident involved a support worker in a care home being incapacitated for more than 7 days following a fall (and sustaining a sprained arm).
- **May:** The single RIDDOR reportable accident involved a service user who was attending at a day care centre when a heavy clock fell off the wall causing a laceration to the head that required hospital treatment.
- **June:** There were no RIDDOR reportable accidents in the corporate core

**Corporate Core - General**

- **May:** Incidents reported were mainly acts of aggressive or threatening behaviour involving service users. 1 instance of theft was reported at a care centre involving 2 pairs of reading glasses.

- **June (1):** An accident occurred involving a member of the public who was struck by an automated car park barrier whilst walking underneath it. The person did not receive serious injuries and did not go to hospital. A full investigation is currently being undertaken by the Corporate Health and Safety Manager.
- **June (2):** Most of the incidents reported in both the corporate core and schools (89%) involved some sort of violence or aggression, for example threatening or abusive language or actual assault. No-one required hospital treatment and where necessary, incidents were reported to the Police.

### **Schools – RIDDOR Reports**

- **April:** The 4 schools RIDDOR reportable accidents involved pupils who received hospital treatment. Three involved sporting injuries and 1 which involved cuts and lacerations due to broken glass. None of the pupils were kept in hospital.
- **May & June:** There were no RIDDOR reportable accidents in schools during May or June.

### **Schools General**

- **May:** An incident of note in the schools involved a malicious act at a high school where a wire was stretched across the Astroturf pitch at waist height. 6 male pupils warming up for a football session ran into the wire and all sustained cuts and bruises. The school has put the matter into the hands of the Police.
- **June:** 91% of all accidents reported in the schools in June were “playground” accidents involving slips, trips and falls, collisions, playing games or skipping for example. These types of accident are rarely reportable to the HSE under the RIDDOR regulations as they would have to involve equipment failure, staff neglect or faults with the fabric of the school building and its surroundings, for example potholes in the playground surface

## 14. Workforce data quarter one

### 14.1 Headcount/FTE by Directorate:

#### Quarter 1 2015-2016 (Apr-May-Jun 2015)

Directorate/Service (excludes ASDVs and Schools)	Apr-15		May-15		Jun-15	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Public Health	23	20.3	26	21.3	24	21.3
Media (Communications and PR)	8	7.9	8	7.9	8	7.9
Strategic Commissioning	2834	2079.5	2829	2077.6	2843	2084.5
Adults Social Care & Independent Living	1144	873.9	1142	871.1	1145	874.1
Children's Services	1162	764.0	1161	766.1	1169	769.3
Commissioning and Client Support <sup>△</sup>	25	23.8	25	23.8	24	23.2
Communities	500	414.8	498	413.7	502	414.9
Chief Operating Officer	589	482.1	588	477.1	592	479.3
Commissioning	51	46.3	50	45.9	50	45.9
Corporate Resources and Stewardship	309	249.1	314	249.9	317	253.1
Democratic Services and Governance	87	56.1	88	57.1	88	56.1
Legal Services	36	31.9	36	31.9	37	31.9
People and OD	61	54.7	60	53.3	60	53.4
Apprentices	44	43.0	39	38.0	39	38.0
Economic Growth & Prosperity	365	292.7	355	283.0	355	281.6
Assets	29	28.0	26	25.0	26	25.0
Crewe – High Growth City	1	1.0	2	2.0	2	2.0
Investment	92	83.8	86	78.3	85	77.1
Strategic and Economic Planning	65	63.3	65	63.3	63	61.2
Strategic Infrastructure	9	8.5	8	7.5	8	7.5
Visitor Economy, Culture and Tatton Park	164	103.4	163	102.2	166	104.1
<b>Cheshire East Council Total</b>	<b>3812*</b>	<b>2883.5</b>	<b>3794*</b>	<b>2867.8</b>	<b>3810*</b>	<b>2875.6</b>

\*: 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 PATROL. **Note:** within table 1A 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.

#### Quarter 1 2014-2015 (Apr-May-Jun 2014)

Directorate	Apr-14		May-14		Jun-14	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Places & Organisational Capacity	1466	1002.9	1122	818.92	1106	807.77
Adults Services (inc. public health)	1289	984.1	1285	981.17	1299	995.28
Children & Families	1100	751.0	1102	752.72	1105	751.94
Finance & Business Services	244	225.7	248	226.38	248	225.84
Shared Services	113	105.4	15	13.89	16	14.69
Legal & Democratic	121	79.5	121	79.46	122	80.46
Apprentices & Graduates	49	47.1	46	44.15	42	41.40
HR & OD	42	36.94	40	35.13	40	35.13
<b>Cheshire East Council Total</b>	<b>4,403*</b>	<b>3,232.7</b>	<b>3,960*</b>	<b>2,951.8</b>	<b>3960*</b>	<b>2,952.5</b>

\*: 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.

The new Oracle HR Organisation Structure was implemented within Oracle in September 2014, as a result the FTE/Headcount figures presented are no longer directly comparable between financial years; the FTE by Directorate information for Q1 2014-2015 is presented in the old Directorate/Service groups, whilst the Q1 2015-2016 information is presented in the current Directorate/Service groupings.

#### **14.2 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
31 Dec 2014	4,010	-0.02	2958.4	0.27
31 Jan 2015	3,893	-2.92	2910.8	-1.61
28 Feb 2015	3,885	-0.21	2909.0	-0.06
31 Mar 2015	3,875	-0.26	2896.6	-0.43
30 Apr 2015	3,812	-1.63	2883.5	-0.45
31 May 2015	3,794	-0.47	2867.8	-0.54
30 Jun 2015	3,810	0.42	2875.6	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 1st January 2015, 71 employees (31.29 FTE) TUPE transferred to TSSL; a number of Cleaners also TUPE transferred to schools/Academies/private companies on 1st January 2015. On 31st March 2015, 44 employees TUPE transferred to CivicaCE.

Between April 2009 and June 2015 the overall Cheshire East Council employee headcount has reduced by 41.58%, and the overall number of FTE Cheshire East Council employees has decreased by 41.21%. Between April and June 2015 the overall Cheshire East Council employee headcount reduced by 0.05%, and the overall number of FTE Cheshire East Council employees decreased by 0.27% over the same period.

#### **14.3 Leavers during Quarter 1 2015-2016 (Apr-May-Jun 2015):**

Reason for leaving	Headcount of leavers	FTE
Resignation	68	47.0
Retirement (including Late Retirement - over 65, Normal Retirement - 60/65, Ill Health with Benefits)	8	5.9
Voluntary Redundancy	7	5.6
TUPE Transfer	5	4.0
Mutual Termination	5	3.3
Contract Terminated	3	1.2
End of Fixed Term/Contract without Benefits	2	1.0

<b>Total</b>	98	68.0
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Including TUPE transfers, the Cheshire East turnover between April and June 2015 (only) was 2.58% (98 leavers divided by 3805 (average) headcount). 69.39% of leavers (headcount) during Q1 in 2015-16 left following resignations, 8.16% following retirements, and 7.47% through voluntary redundancies; with the remaining 15.31% leaving due to other reasons. **Please note:** these figures reflect reasons for leaving entered by managers into the Oracle employee database.

#### **14.4 Working days lost due to sickness absence:**

Figures for absence reflect (*calculated*) days lost to sickness absence per FTE employee.

##### **Cumulative Absence – year to date figures:**

	Apr	May	Jun
Q1 2015/2016	1.04	1.71	2.61
Q1 2014/2015	1.02	1.62	2.91

Whole Council excluding Schools – year to date cumulative absence; figures show cumulative calculated days lost to sickness absence per FTE employee

##### **Absence within month:**

	Apr	May	Jun
Q1 2015/2016	1.04	0.80	0.93
Q1 2014/2015	1.02	1.00	0.96

Whole Council excluding Schools

## **15. Access to Information**

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

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## CHESHIRE EAST COUNCIL

### Staffing Committee

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**Date of Meeting:** 16<sup>th</sup> July 2015  
**Report of:** Phil Badley and Brenda Smith  
**Subject/Title:** Attendance Management 2014/2015

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#### **1.0 Report Summary**

- 1.1 This report provides an overview of the sickness absence rates within Cheshire East Council (CEC) during 2014/2015, an analysis of the main reasons for this, and indicates the services with higher than average levels of absence. It summarises actions taken so far to address absence and promote good attendance and the findings of recent benchmarking reports. Finally the report summarises the actions to be taken in 2015/2016 as agreed by Management Group Board (MGB).

#### **2.0 Recommendation**

- 2.1 To note the report

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

- 3.1 To update the Committee on the current levels of absence across the Council and the actions being taken to improve attendance, in accordance with a previous request by the Committee.

#### **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 The cost of absence causes a requirement for temporary and agency workers in Key Services which has to be met from within the overall budget of the Council.

## 8.0 Legal Implications

8.1 No direct implications arising from this report.

## 9.0 Risk Management

9.1 Risks relating to service related issues are dealt with locally by departments.

## 10.0 Background and Options

10.1 Overall the report finds that absence was slightly higher in 2014/15 than in the previous year, and that the rate has varied between 11.3 and 12 days per full time employee over the past four years. The most common reason given for absence is stress. An increase in stress-related absence has been identified in the public sector more widely, and the Council will focus more strongly on promoting wellbeing and resilience as part of our engagement approach, whilst continuing to train managers and support them dealing with complex cases of absence.

10.2 Overall the report finds that absence was slightly higher in 2014/15 than in the previous year, and that the rate has varied between 11.3 and 12 days per full time employee over the past four years. The most common reason given for absence is stress. An increase in stress-related absence has been identified in the public sector more widely, and the Council will focus more strongly on promoting wellbeing and resilience as part of our engagement approach, whilst continuing to train managers and support them dealing with complex cases of absence.

10.3 The report is based on recorded absence in the Council, excluding schools. Overall the average number of days lost per employee during the last financial year was 12, which is a marginal increase over the previous year, as shown below. This measure is known as the Best Value performance Indicator (BVPI).

**Table 1**

	2011/12	2012/13	2013/14	2014/15
Days absence per employee excluding schools	11.7	12	11.3	12

Working time lost to sickness absence as a proportion of all working time available in 2014/15 was 4.6% compared with 4.3 % in 2013/14.

CEC has 65% of absence attributed to long term absence, and 35% of absence is short-term. The main reasons for absence and the distribution of absence are shown in Appendix 1.

## 10.4 Benchmarking

### **North West Employers' Organisation (NWEO)**

The latest NWEO report shows that the increase in absence seen in CEC is similar to the increase across the region for 2014/2015. The CEC absence rate was higher than the regional mean which was 11.02, although as authorities vary in terms of which services they provide in-house, the figures are unlikely to be directly comparable.

## 10.5 The Chartered Institute of Personnel and Development (CIPD)

CIPD provides an annual attendance report covering the private and public sectors of employment. The 2014 CIPD report is shown in a summary infographic at Appendix 2. Their key findings for the public sector in 2014 include;

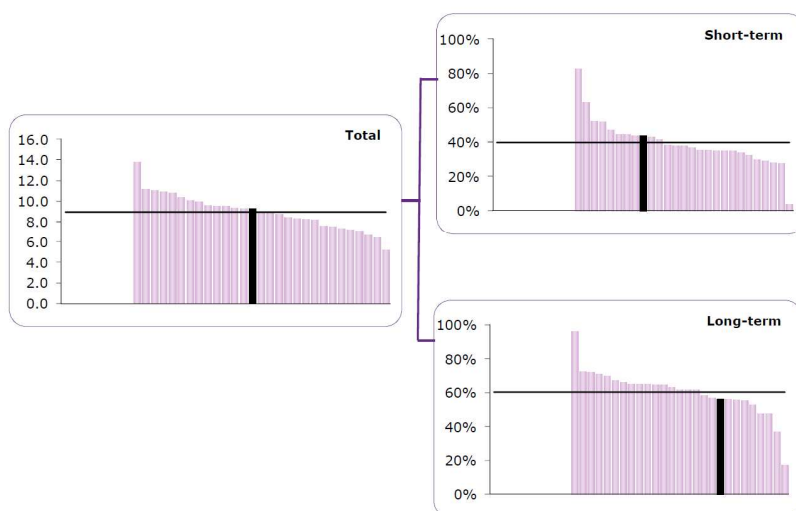
- Stress-related absence had increased in three fifths of public sector organisations and stress is the most common cause of long term absence (as in CEC)
- Common causes of stress in the public sector are reported as workload, management style and relationships at work.
- Musculo-skeletal injuries are also one of the main causes of long and short-term absence.
- Reduced budgets in the public sector highlight the imperative of understanding the causes and costs of absence in order to target initiatives effectively and evaluate the potential savings that might be achieved.

The report also indicates that absence tends to be higher amongst manual workers, and in the care sector, and that absence in the North West is the highest of the English regions.

## 10.6 Chartered Institute of Public Finance and Accounting (CIPFA)

Benchmarking against other public sector employers in the CIPFA benchmarking Club showed that CEC was slightly above average in its sickness rates in 2013/2014, as shown in the graph below. (These figures include schools and CEC is the highlighted bar). The comparisons for 2014/15 will be reported when the data is available from CIPFA.

Days lost per FTE



### 10.7 Action taken by CEC over 2014/2015

There will always be a level of unavoidable absence due to serious health conditions. HR supports managers dealing with long term absence by regular monitoring and ensuring cases are managed supportively to achieve a timely return to work wherever possible. Some absence is potentially avoidable however and this is in part related to levels of engagement. As the level of absence attributed to stress in 2013/2014 was a concern when reported last year, a Task Group on Stress and Resilience was formed, chaired by Brenda Smith, Director of Adults Social Care and Independent Living. The group includes staff from a wide range of services including Public Health as the work fits with the wider agenda to promote health in the work-place as well as for residents, HR Delivery, Health and Safety, Workforce Development, Occupational Health Unit (OHU), Operational Service Managers, and the Unions.

- 10.8 The Task Group is taking the approach that developing resilience is a critical business issue which needs to be addressed from the three angles of the organisation, managers and individual staff. Pressures will always exist at work and in personal lives, and employers can help to create a work environment where pressure is managed appropriately and there is less likelihood of staff going off sick. The pace of change will continue in the Council and it is vital to support staff during such change. Managers will be helped to encourage a strong culture of team-work, with a clear focus on the right priorities, and well designed job-roles. Individuals will be offered support to help build their approach to managing workplace challenges. Enabling everyone to work well and productively is good for the residents of Cheshire East as the Council continues on its journey of doing more with less and finding creative new approaches to the delivery of effective services.

- 10.8.1 North West Employers' Organisation have commented that this is a strong and positive approach as it enables a range of inputs to be co-ordinated from across the Council.

- 10.9 The actions taken over the past year to promote good attendance are summarised in Table 2 below, including the main actions taken by the Stress and Resilience Task Group. The table shows actions aligned with the good practice recommended by CIPD.

**Table 2**

<b>Good practice</b>	<b>Steps taken In CEC in 2014/15</b>
Develop line manager capability to manage absence	Training sessions for managers have been increased. Twelve courses delivered in 14/15 - targeted to the services with higher absence levels. Courses on managing stress are included on Workforce Development prospectus.
An audit of policy, procedures and systems to ensure an organisation provides a working environment which protects the well-being of the workforce and is able to identify and support troubled employees.	The attendance management toolkit for managers was launched. The Health and Safety guidance has been revised, with streamlined Stress-Risk Assessments. Training emphasised the need to design jobs well. Resources to support employees reviewed. Fresh guidance drafted for launch mid-2015.
Problem-centred approach – following up issues which have occurred in the work-place to ensure ways are found to solve any continuing problems, e.g. using risk assessments, examining sickness levels, employee feedback, and/or claims for compensation	Directors followed up on stress identified in the Staff Survey 2014. Risk assessments used in individual cases. Sickness levels examined in management meetings.
Well-being approach – this takes the view that the aim is to maximise employee wellbeing. This takes a proactive approach to identifying ways to create and promote a healthy workforce and working environment.	As part of the Task Group's work; CEC materials on well-being have been reviewed. Guidance has been prepared to help staff and managers and promote resources. Calendar of wellbeing activities (Appendix 3) is being delivered, including short sessions for staff on resilience, a full day pilot event for CLB on resilience. Very positive feedback. Four staff have been trained as Resilience Champions. Wellbeing messages promoted in Team Talk.

<p>Employee-centred approach – this works at the level of the individual to provide education and support to help them deal with problems they are facing. This approach focuses on counselling and stress management training.</p>	<p>2014/2015 was the first full year of the Employee Assistance programme. Provider has given a report – see Appendix 4.</p> <p>Workforce Development offered regular training courses on stress management. Learning Lounge materials promoted and enhanced e.g. with materials from Mindful Employer.</p>
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10.10 The programme of wellbeing activities will be promoted throughout the 2015/2016 year. This forms the basis of an early intervention approach to attendance. Many long term absences cannot be prevented as they are due to illnesses such as cancer or stroke, or involve lengthy testing before diagnosis and treatment. However if the Council emphasises wellbeing, promotes a climate of resilience, and continues making counselling available swiftly through the Employee Assistance Programme, it is possible that shorter-term absence and stress-related absence will fall. The focus on wellbeing has been strengthened and will continue throughout 2015/2016.

#### 10.11 **Main actions for 2015/2016**

- Publish the guidance prepared by the Stress and Resilience Task.
- Improve the information about absence rates provided to managers so that they have more regular updates. The data will be part of the new Dashboard of HR metrics.
- Promote the Employee Assistance Programme on a quarterly basis.
- Promote all the wellbeing measures available in the Council on Centranet and in the Care4CE Handbook and utilise Team Talk to promote and maintain the wellbeing principles and how the organisation supports these.
- Review and refresh the training provided to managers and to staff and ensure it reflects the focus on prevention, and on developing resilience, rather than stress once it has become a problem.
- Continue to update the materials available on the Learning Lounge.
- Support all managers in encouraging them to complete stress audits and to follow up by team discussion to ensure local issues are being brought into the open and solutions identified. The Health and Safety team will promote this in the second quarter of the year.
- Utilise the Public Health initiatives for wellbeing of the population and reinforce to be focused on the work environment, using the National

Institute for Health and Care Excellence (NICE) guidance which was published in June 2015.

- Model behaviours which reinforce the principles of work life balance and healthy working practices.
- Review the impact of agile working on the health of the workforce and develop appropriate actions.
- Review the opportunities for workplace technology and environmental solutions to stay physically well and healthy e.g. explore exercise equipment and healthy standing desks in office areas.

## **11.0 Access to Information**

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

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