

Staffing Committee

Agenda

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

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the 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 meeting** (Pages 1 - 6)

To approve the minutes of the meeting held on 16 July 2015

5. **Health and Safety, HR and Organisational Development** (Pages 7 - 26)

To receive an update on progress with Health and Safety, Human Resource and Organisational Development items

6. **Recruitment of Director of Legal Services and Monitoring Officer**

To receive a verbal update on the recruitment of the Director of Legal Services and Monitoring Officer

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 16th July, 2015 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)

Councillors D Brown, J Jackson, D Marren and M Parsons (substitute for Cllr Stott)

Officers

Phil Badley, Interim Head of HR and OD
Anita Bradley, Head of Legal Services
Dinah Robertson, HR Business Partner
Karen Begley, HR Business Partner
Lisa Burrows, Workforce Development Manager
Bronwen MacArthur-Williams, Corporate Health and Safety Manager
Rachel Graves, Democratic Services

7 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M Jones, D Newton and A Stott.

8 DECLARATIONS OF INTEREST

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

9 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public were present.

10 MINUTES OF PREVIOUS MEETINGS**RESOLVED:**

That the minutes of the meetings held on 28 April 2015 and 11 June 2015 be approved as a correct record.

11 TERMS OF REFERENCE**RESOLVED:**

That the membership and terms of reference for the Staffing Committee and the Staffing Appeals Sub Committee be noted.

12 HR AND ORGANISATIONAL DEVELOPMENT

The Committee received a report which gave a year-end review of the Human Resource and Organisational Development Service for 2014/15 and a summary of the workforce priorities for 2015-16, along with the Quarter 1 Health and Safety data and key workforce data.

During 2014/15, a total of 547 corporate and school employees had been trained on 56 health and safety training courses and 34 workplace inspections and visits to premises had been undertaken. Annual Health and Safety Reviews in schools who purchased Health, Safety and Risk Management Services had taken place at 17 secondary schools, 4 special schools and 139 primary schools. 4969 accidents and incidents had been recorded on PRIME, of which 93 were RIDDOR reportable. No Health and Safety Executive investigations had been carried out. The Corporate Health and Safety Policy had been reviewed, along with the Fire Policy. The Corporate Health and Safety Service had won its third ROSPA Gold Award for Health and Safety.

The Workforce Development team had introduced a new evaluation and feedback process so that each training course could be assessed and the return on investment highlighted. The corporate learning programme, Towards Excellence, offered employees statutory courses on fire, health and safety, data protection and equality. Training on adult and child safeguarding had been delivered to employees, students, volunteers and elected members. A range of monthly management development sessions entitled 'Business Breakfasts' had been introduced to improve business acumen, with sessions from a range of externally commissioned providers, such as North West Employers Organisation and Manchester Metropolitan University. A number of effective communications theories, such as Insights Discovery, the science of Laughology and Neuro Linguistic Programming, had been introduced into management team development sessions. It was confirmed that it was Council policy to require employees, who left within 12 months of undertaking any extensive training paid for by Cheshire East Council, to pay back the cost of the training; this would apply to the more expensive training, such as post-graduate training, but not for short internal courses.

It was confirmed that no employees had set themselves up as contractors/companies and that all employees were subject to a universal PAYE system.

The apprentice scheme had been refreshed and renamed the A Star Apprentice Programme and the age appropriate wage had been implemented to attract high calibre candidates. Twelve apprentices had gained employment with the Council in the last year.

The HR Strategy and Organisational Development team had been working on the commitment to adopt the Living Wage for directly employed staff.

The Local Government Transparency Code 2014 placed a requirement on all councils to prepare and publish a range of factual data on which policy decisions were based. The workforce elements of the Code had been published on the Council's website to meet four sections of the code – organisation chart, senior salaries, pay multiples and trade union facility time.

The staff survey had provided a valuable snapshot of how colleagues felt about working for the Council. A number of actions had been progressed corporately and locally in teams and services to build on strengths and weaknesses identified. These included the formation of a Resilience working group, a series of colleague conferences in the services led by the Chief Operating Officer, and the 'Big Event' conferences for all staff.

The HR Delivery team had supported the introduction of the recruitment management system Taleo, which allowed Managers to manage and monitor the advertising and appointment process. The Committee was assured that paper based applications would remain an option for applicants. A paper based recruitment exercise, outside of the on-line system, would be considered if there was a strong business case to do so. The team had provided HR support to the establishment of a number of ASDVs in 2014/15 including ANSA, Orbitas, CoSocius, ESSAR, TSSL and Civicance. The voluntary redundancy scheme continued to support planned organisational change. A total of 30 staff had left under voluntary redundancy in the 2014/15 financial year, 14 of whom held posts within management grades. There had been no compulsory redundancies due to redeployment interventions and the successful application of HR policies and procedures.

The Education HR Consultancy service had launched two levels of service – Gold and Silver, for schools and academies to buy back. In 2014/15 total buy back equated to 90% of schools. The Service had delivered 5 workshop/training events for headteachers which had focused 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 had also been delivered covering headteacher performance management. The Team had also supported major staffing restructures in 5 secondary and primary school/academies and had managed 29 TUPE transfers. Eight new or updated policies and procedures for schools and academies had been issued.

Details of the Council's headcount were included in the report. The Committee requested that to allow for comparison with historical data, the data from April 2013 should be used as a comparator. It was noted that it was difficult to provide a more detailed headcount due to restructurings which had taken place over the past 6 years.

During 2015/16 the Human Resource and Organisational Development Service would be focussing on a range of priorities grouped under six workforce themes:

- Culture and values
- Leadership and management
- Organisation design
- Reward and recognition
- Resourcing and talent
- Capability and capacity.

The Workforce Strategy Team would be consulting operational managers with regard to current policies and procedures to ensure that they remained appropriate and supported business needs. The feedback would inform a future work programme with any proposed changes being discussed with Management Group Board and the Portfolio Lead, prior to consideration by Cabinet and Council.

In relation to Health and Safety in Quarter 1 of 2015/16, it was reported that 65 employees from the corporate core and schools had attended 7 health and safety training courses. School visits and inspections had been undertaken at 36 primary schools and 6 secondary schools. A new Corporate Health and Safety Audit programme had been brought in with the previous audit format being modernised and it now involved a quarterly electronic survey covering up to five different subjects. The Quarter 1 statistics showed a total of 598 accidents and incidents in the corporate core, with 2 being RIDDOR reportable and 341 recorded in schools with 4 being RIDDOR reportable.

The turnover of staff between April and June 2015 was 2.58%, with 98 staff leaving the Council. The number of working days lost to sickness absence per FTE employee were 1.04 in April, 1.71 in May and 2.61 in June 2015.

A range of actions resulting from the information and data presented in the report were agreed by the Committee.

RESOLVED:

That the report be noted

13 ATTENDANCE MANAGEMENT 2014/2015

The Committee received a report which provided an overview of the sickness absence rates within Cheshire East Council during 2014-15 and an analysis of the main reasons for these rates. The report summarised the actions taken so far to address absence and promote good attendance.

The sickness absence rate in 2014/15 was 12 days per full time employee, which was a rise on the previous year which was 11.3. 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. The most common reason given for absence was stress. Details of the main reasons for absence were shown in Appendix 1 to the Report. It was agreed that the sickness absence statistics could be made more meaningful by introducing different measures such as cost of absence; proportion of employees with no recorded absence; frequency of absence rate, and individual frequency of absence rate.

The latest North West Employers' Organisation report showed that the increase in absence seen by the Council was similar to the increase seen across the region for 2014/15. Benchmarking against other public sector employers in the Chartered Institute of Public Finance and Accounting benchmarking club showed that the Council was slightly above average in its sickness rates in 2013/14. The data for 2014/15 was not yet available for comparison. The Chartered Institute of Personnel and Development produced an annual attendance report covering the private and public sector. Their key findings for the public sector in 2014 showed that stress-related absence had increase in three fifths of public sector organisations and stress was the most common cause of long term sickness. Common causes of stress in the public sector were reported as workload, management style and relationships at work.

A Task Group, now called the Wellbeing and Resilience Group had been formed, chaired by Brenda Smith, Director of Adults Social Care and Independent Living. The Group included staff from a wide range of services including Public Health, as the work fitted 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, Operational Services Managers and the Trade Unions.

The Task Group was taking the approach that developing resilience was a critical business issue which needed to be addressed from the three angles of the organisation, managers and individual staff. Pressures would always exist at work and in personal lives, and employers could help to create a work environment where pressure was managed appropriately and there was less likelihood of staff going off sick.

A programme of wellbeing activities would be promoted throughout 2015/16 and would form the basis of an early intervention approach to attendance – details of the programme were detailed in Appendix 3 to the Report.

The Employee Assistance Scheme, which offered counselling, would continue to be promoted and it was hoped that this approach, along with the Council's emphasis on wellbeing and promoting a climate of resilience, would lead to a fall in the shorter-term absence and stress-related absence.

It was agreed that the Head of HR and the Director of Adult Social Care and Independent Living would look at a range of operational performance measures for attendance management as part of implementing the action plan and report back on overall progress after the year end to establish the progress the Council had made in improving attendance management. The Group would also look at the options to pay for some employees to undertake health assessments and treatments in order for them to return to work earlier – which already happens in one of the ASDVs, and also the inclusion of this aspect in the tender for occupational health services.

A further report would be brought to the Committee in due course on the progress of the actions drawn up by the Task Group.

A range of actions resulting from the information and data presented in the report were agreed by the Committee.

RESOLVED:

That the report be noted.

The meeting commenced at 2.00 pm and concluded at 4.14 pm

Councillor B Moran (Chairman)

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting:	15 October 2015
Report of:	Peter Bates
Subject/Title:	Health and Safety, HR and Organisational Development

1.0 Report Summary

- 1.1 To update the Committee on progress with Health and Safety, Human Resource (HR) and Organisational Development (OD) items. A report on Health and Safety is provided followed by an update under each heading of the Council's Workforce Strategy.

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 Health and Safety

Health and Safety Update – Quarter 2

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

10.1 Delivery of Training during Quarter 2: 01.07.15 – 30.09.15

9 courses have been delivered across 89 employees from the Corporate Core and from Schools:

No. Courses	Course Title	Attendees
1	First Aid At Work	10 (9 Corporate, 1 Schools)
1	CIEH Level 2 Health & Safety	9 (7 Corporate, 2 Schools)
1	Health & Safety For Caretakers	12 (1 Corporate, 11 Schools)
1	Paediatric First Aid	7 (2 Corporate, 5 Schools)
1	Manual Handling	15 (15 Schools)
1	Emergency First Aid At Work	12 (12 Corporate)
1	AED Training for First Aiders	6 (6 Corporate)
1	First Aid At Work Requalification	6 (4 Corporate, 2 Schools)
1	PRIME For Academies	12 (12 Schools)
9	TOTALS	89 (41 Corporate, 48 Schools)

10.2 Visits and Inspections Undertaken during Quarter 2: 01.07.15 – 30.9.15

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

- Primary Reviews – 15
- Secondary Reviews – 1
- Special School - 1
- LEV Tests Design & Technology – 2
- LEV Tests Science – 2
- Extra visit to D&T at Secondary School - 1

Inspections undertaken included:

- Macclesfield Town Hall - 2
- Ethel Elks Children's Centre
- Oakenclough Children's Centre
- Westfields – 3 (each floor)
- RHS show at Tatton Park
- Hurdsfield Children's Centre

- Sandbach Children's Centre
- Nantwich Food Festival
- Carter House
- Crewe Cemetery works
- Holmes Chapel Library
- Brocklehurst Centre
- Warwick Mews
- Crewe Cemetery
- Events at Alsager, Congleton and Queens Park
- Mayfields
- Hilary Centre

10.3 Current Health and Safety Buy-Back from Schools for the Current Academic Year

The buy-back period closed on 30.09.15. The current position is that 93% of schools (143) have purchased a service for the 2015 – 2016 academic year.

10.4 Filling the Vacant Health and Safety Adviser (ChESS) Post

A vacancy following a retirement at the end of August 2015 has been successfully filled by a competitive process. The Corporate Health & Safety Team will be at full complement by the end of October 2015.

10.5 Corporate Accident & Incident Statistics – Quarter 2: 01.07.15 – 30.09.15

Statistics are shown in relation to employee numbers and follow the HSE formula for calculating the Accident Frequency Percentage. This is calculated as:

$$\frac{\text{No. accidents} \div \text{no. employees} \times 100,000}{100 \text{ (to show \%)}}$$

Relevant commentary is presented relating to a selection of specific accidents and incidents of note.

The format of accident / incident¹ 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

Accident statistics which exclude ASDV data have been presented to the Staffing Committee since Quarter 2 in 2014. It should be possible to provide accident data comparisons from Quarter 3 2015 onwards.

¹ 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.

Total number of RIDDOR Accident / Incidents

Reporting Period	No. of Accidents & Incidents on PRIME	No. of RIDDOR ² 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
Q2: 2015 – 2016 (excluding ASDVs)	675	4

Q2: 2015 – 2016: Accidents & Incidents (excluding ASDVs)			
Corporate Core	RIDDOR	Schools	RIDDOR
539	0	136	4

Monthly statistics for July, August and September 2015 are shown below.

Accident & Incident Overview Details: 01.07.15 – 31.07.15

		Corporate Core ³ employees: 3790	Schools ⁴ employees: 4339
Accidents	Employees	29	7
Accident Rate Factor (Employees)		7.6%	1.6%
	MOTP ⁵	103	69
Incidents	Employees	33	0
	MOTP	54	1
A&I Total		219	77

		Corporate Core	Schools
RIDDOR	Employees	0	0
	MOTP	0	1
RIDDOR Total		0	1

² RIDDOR – refers to Reporting of Incidents, Diseases and Dangerous Occurrences Regulations

³ All corporate core employee numbers throughout this report refer to head counts

⁴ All schools employee numbers throughout this report refer to head counts

⁵ MOTP – refers to Members of the Public throughout this report

Academy details – July 2015:

Academies that purchase the Health & Safety service and access to PRIME = 36

Academies that purchase PRIME only = 2

Academies that purchase the Health & Safety service only = 3

Academies that do not purchase the Health & Safety Service or access to PRIME= 4

Accident & Incident Overview Details: 01.08.15 – 31.08.15

		Corporate Core employees: 3821	Schools employees: 4323
Accidents	Employees	27	1
Accident Rate Factor (Employees)		7.0%	0.2%
	MOTP	99	0
Incidents	Employees	28	0
	MOTP	32	0
A&I Total		186	1

		Corporate Core	Schools
RIDDOR	Employees	0	1
	MOTP	0	0
RIDDOR Total		0	1

Academy details – August 2015:

Academies that purchase the Health & Safety service and access to PRIME = 36

Academies that purchase PRIME only = 2

Academies that purchase the Health & Safety service only = 3

Academies that do not purchase the Health & Safety Service or access to PRIME= 4

Accident & Incident Overview Details: 01.09.15 – 30.09.15

		Corporate Core employees: 3799	Schools employees:4232
Accidents	Employees	20	5
Accident Rate Factor (Employees)		5.3%	1.2%
	MOTP	67	53
Incidents	Employees	7	0
	MOTP	40	0
A&I Total		134	58

		Corporate Core	Schools
RIDDOR	Employees	0	1
	MOTP	0	1
RIDDOR Total		0	2

Academy details – September 2015:

Academies that purchase the Health & Safety service and access to PRIME = 35

Academies that purchase PRIME only = 5

Academies that purchase the Health & Safety service only = 2

Academies that do not purchase the Health & Safety Service or access to PRIME= 5

10.6 Commentary:

No Health and Safety Executive (HSE) investigations involving the Authority were carried out during July, August or September 2015.

Corporate Core – RIDDOR Reports

- **July, August & September:** There were no RIDDOR reportable accidents in the corporate core

Corporate Core - General

- **July (1):** 49 accidents in the corporate core involved slips/trips or falls - 8 of which required hospital treatment although none were serious or required full admission
- **July (2):** Incidents were predominantly acts of aggression or threats of violence, mainly involving Care4CE service users displaying challenging behavior
- **August (1):** Tatton Park reported 16 accidents, reflecting the high footfall during the summer holidays. 13 accidents involved members of the public and 3

involving staff members. The causes involved sudden illnesses (6), slips, trips and falls, (8) and stuck by flying objects (2).

- **August** (2): Tatton Park – a small fire in a bin was caused when a visitor had placed a disposable barbeque in a rubbish bin, which caught fire. The Park Rangers extinguished the fire before the Fire Brigade arrived.
- **August** (3): Tatton Park - a tree fell within the park and damaged a deer fence
- **September** (1): Most of the injuries recorded were caused by slips / trips / falls and persons being hit by flying objects. Incidents in the corporate core included violent and abusive behaviour and low level abuse with some minor assaults in care homes caused by service users displaying challenging behaviour
- **September** (2): A member of staff received an electric shock whilst turning off a light. Their injuries were classed as minor and they returned to work for the rest of their shift
- **September** (3): 1 incident was recorded of damage to a staff member's own car whilst engaged in work activity.
- **September** (4): Tatton Park reported 3 accidents, 2 of which were minor. Sadly the third involved the death of an elderly lady visiting the Park. She passes away of natural causes and the park staff attended the lady with the aid of a defibrillator, but to no avail.

Schools – RIDDOR Reports

- **July:** The RIDDOR reportable accident involved a pupil taken to hospital with facial injuries following a PE related accident. The injuries sustained were not serious
- **August:** Although the schools were on holiday in August, the single RIDDOR report involved an ICT technician who sustained a broken foot falling from a step ladder whilst installing some cables
- **September** (1): One RIDDOR reportable accident in a school involved 1 member of staff cutting a tendon in her finger requiring surgery which resulted in more than 7 days incapacity
- **September** (2): The second RIDDOR report involved a pupil fracturing their arm whilst in a PE lesson

Schools General

- **July:** 69 reports were recorded involving injuries to students – the top causes of injuries were slips, trips and falls, collisions in the playground and sporting injuries. 7 reports involving members of staff were recorded all were minor and did not involve a visit to hospital. The 1 incident reported involved a pupil displaying threatening behaviour
- **August:** Schools were closed – no reports were made on PRIME
- **September:** The majority of school accident reports involved members of the public (pupils) having playground accidents (73%). No incidents were reported.

ACCIDENT & INCIDENT QUARTER 2 SUMMARY

		Corporate Core	Schools
Accidents	Employees	76	13
	MOTP	269	122
Incidents	Employees	68	0
	MOTP	126	1
A&I Total		539	136

		Corporate Core	Schools
RIDDOR	Employees	0	2
	MOTP	0	2
RIDDOR Total		0	4

11.0 Workforce Priorities

This section of the report is structured under the headings of the Council's Workforce Strategy.

Culture and Values

- 11.1 The Council's FIRST values are implemented through a variety of avenues including in recruitment, performance management and supervision. To support managers in their use and promotion of the values, short training workshops have been designed for delivery by managers to their teams. In addition guidance on interview questions is available to help managers assess behaviours related to the values, during selection processes.
- 11.2 Innovation is one of the Council's FIRST values. To encourage greater innovation and creativity, work is underway to pilot the development of a small number of "creative facilitators". Following a short training programme the creative facilitators will be equipped to help individuals and small groups to define an idea / issue clearly and develop creative solutions. Using creative thinking techniques unexpected solutions can be found. As the Chief Operating Officer has commissioned this work, the pilot group will come primarily from corporate support areas and the impact will be assessed prior to further expansion.

12.0 Organisational Design**Integrated Care**

- 12.1 HR continues to advise managers on change and restructuring programmes to achieve efficiencies and respond to the changing demands on the organisation. Work is underway to support the creation of eleven Integrated

Care Teams by April 2016. This will bring together social workers, occupational therapists, community nurses, with GP practices, to provide seamless services to residents and communities. Changing the behaviours of everyone living, working and accessing - or supporting people accessing - health and social care services across Cheshire East lies at the heart of successful service integration.

Care4CE

12.2 The redesign of service delivery in Adults Social Care currently involves supporting Care4CE staff through change as they are at risk of redundancy. This work includes;

- Working with Job Centre Plus who run sessions on preparing CV's, job applications and interview preparation
- Working with external care providers to identify job opportunities
- Offering three one hour sessions on managing change and stress
- Working with a Supported Employment Officer to help staff with disabilities

Crewe Lifestyle Centre

12.3 Advice is also being given on the relocation of Council staff linked to the creation of the Crewe Lifestyle Centre. Multiple relocations of staff are involved in this cross-organisational work stream which involves staff from Children's Centres, Adult Social Care and health.

Alternative Service Delivery Vehicles (ASDVs)

12.4 HR Delivery now supports Civicance, as well as Tatton Park Enterprises and Patrol when managers request advice on HR matters.

13.0 Leadership and Management

13.1 The Management Development Programme continues with the delivery of Institute of Leadership and Management levels 3 & 5 in Leadership and Management. There are currently 85 registered on these qualifications:

- Level 3 – 36 candidates currently registered - delivered in- house
- Level 5 – 49 candidates currently registered - delivered in-house

13.2 The Level 5 Diploma in Health and Social Care Leadership continues with 3 candidates currently registered. This is also delivered in house via the Workforce Development Team.

13.3 The 'Business Breakfasts' programme has concluded this quarter with 20 delegates attending sessions on entrepreneurship and a session on decision making and managing risk.

- 13.4 To assist with succession planning, a new 6-month 'Aspiring Managers' programme has also started with the new academic year. Offered to those identified through the Performance Development process as future managers, there are 11 candidates in the first cohort.
- 13.5 Following the positive feedback from the first workshop run for senior managers on developing greater resilience in the Council, three further workshops have been arranged for this financial year, facilitated by an expert in this field through North West Employers. These are all fully subscribed.

14.0 Building Capability and Capacity

- 14.1 The Corporate Training Programme has offered 42 courses between July and September 2015, with take up of places slightly ahead of expectation. Topics and attendance as below:

- Mental Capacity – 3 courses – 38 attended
- Adult Safeguarding – 3 courses – 76 attended
- Equality and Inclusion – 3 courses – 58 attended
- Learning Disability – 3 courses – 42 attended
- Risk Assessment – 1 course – 6 attended
- Health and Safety (Care4CE) – 2 courses – 36 attended
- Fire Safety with Extinguishers – 4 courses – 50 attended
- Food Hygiene – 1 course – 19 attended
- Minute Taking Skills for the Workplace – 2 courses – 20 attended
- Lean Office – 4 courses – 21 attended
- Dementia – 2 courses – 32 attended
- Report Writing Skills/Business Writing Skills – 1 courses – 6 attended
- Care Certificate Assessing – 4 courses – 46 attended
- Emergency First Aid – 1 course – 12 attended
- Managing the Stress and Strain – 2 courses – 27 attended
- Recruitment and Selection – 1 course – 12 attended
- Managing Performance and Capability – 1 course – 14 attended

- 14.2 Team development and performance enhancement programmes have continued for Planning, Public Health, Education Strategy Team and Project Management Office.
- 14.3 In addition to the corporate programme, managers and supervisors can access a range of targeted and bespoke training on Attendance Management, Performance Management, Grievance and Discipline, Performance Development and dealing with challenging conversations. These can be delivered locally and in 'bite-sized' chunks to minimise time away from front-line delivery. Toolkits to assist managers in restructuring and performance management have also been launched.
- 14.4 Six applications for individual funding support have been approved through the Continued Professional Development (CPD) virtual panel this quarter for a Dyalic Developmental Psychotherapy Level 2 course (Children and Families), an MA Integrated working with Children and their Families in the Early Years ,

Chartered Institute of Library and Information Professionals Chartership portfolio submission (Communities), Orientation and Mobility training (Adult Social Care) and attendance at conferences (C&F).

- 14.5 Adult Social Care - training for the new practice recording tool in Adults (Liquid Logic) commenced in August for 826 staff at Expert User, End User and Reviewer levels, using a combined learning approach of e-learning and taught sessions. This ran alongside a Practice Excellence Training programme for adult social workers who have been receiving a programme of training to embed core skills in key aspects of Social Work to ensure compliance with the Care Act 2014. 26 Advanced Mental Health Practitioners (AMHPs) have attended statutory training in areas specific to their role.
- 14.6 Two health and safety courses have been run for Care4CE staff in Adult Social Care on the Care Certificate, with 36 employees attending these sessions. Four sessions of the Fire Safety with Extinguishers training have also run, with a total attendance of 50.
- 14.7 Children and Families has had training sessions on the following topics:
- Child Sexual Abuse & Section 47 – 3 sessions, 37 attended;
 - Toxic Trio 2 sessions, both over subscribed, 43 attended;
 - Practice Excellence – 2 sessions, 21 attended;
 - Managing Hostile Situations – 2 sessions, 19 attended.
- 14.8 Children and Families - Progression pathways. Funding requests have been approved for seven C&F social workers to take up places on a PGDip course at Salford university (Sept 2015) to support progression. Four C&F social workers have also been approved to complete one module at Salford (Sept 2015) to support progression year 2 programme. A new second year progression programme has been drafted to offer more streamlined development programme and a series of Research in Practice (RiP) bespoke training classes rather than a university module from January 2016.
- 14.9 Assessed and Supported Year in Employment (ASYE). This is the first year of employment for newly qualified Social Workers. Adults: 7 new Social Workers registered in July and 15 passed this year. Childrens: 4 passed at panel in July, 21 are currently on the programme and 4 new registered this month.
- 14.10 Following the demand for short sessions on developing resilience and learning about techniques to help build personal resilience, three further lunch-time sessions have been run in September, focussing on relaxation.
- 14.11 Within HR and OD most staff in the Delivery and Strategy/OD teams have now been trained as coaches to enable them to work effectively with managers and support performance improvement.

15.0 Resourcing and Talent

- 15.1 The web-site developed to support the recruitment of staff in Childrens Social care is now available to other managers recruiting hard-to-fill vacancies to showcase employment opportunities. It was used recently in the recruitment of the Director of Children's Services and the Director of Planning and Sustainability. It is being used currently for the recruitment of Director of Legal Services and Monitoring Officer, Head of Strategic HR and Director of Resources.
- 15.2 Talent is sourced via a number of avenues including direct adverts, search companies and agency. A working group has been formed to work on improvements needed in recruitment practice. A survey of newly recruited staff is to be conducted in Q3 to find out about their experience and perceptions of the Council as a recruiting employer. The results will inform future steps in recruitment and induction.
- 15.3 The recruitment working group is also looking at ways of recruiting staff and working with managers to improve the training available to them in the use of the new recruitment platform and in selection overall, to enable them to take more control and access information in a timely way. The group is looking at ways of improving the non-electronic application process for potential applicants and improved support to candidates accessing vacancies on-line. A working group is established, the first meeting is in Q3.
- 15.4 The Council currently has a contract with Comensura for the supply of agency workers. This contract expires 31 March 2016 and work is underway to manage arrangements for the re-tender of this contract on a collaborative basis with Cheshire West and Chester Council, ANSA, and CoSocius.

Agency workers form an important component of the Council's approach to staffing, providing a mix of short term essential cover, flexibility to respond to peaks in activity and the ability to meet changing requirements. Sourcing agency workers through a single managed service provider ensures value for money, that procurement processes are compliant and streamlined, invoices are consolidated in one bill to the Council, appropriate governance and control is in place and there is active management of the contract and total spend. The Council is focusing on reducing its reliability on and cost of agency workers.

The procurement process for a Vendor Neutral arrangement to be sourced through the Eastern Shires Purchasing Organisation, MStar2 Temporary Agency staff framework (Lot1) in collaboration with Cheshire West and Chester, Ansa and CoSocius has commenced. It is anticipated that the award of the contract will be made December 2015 to enable a smooth transition and the new contract to commence 1 April 2016.

- 15.5 Services continue to request apprentices, with the current cohort being 44. The majority of this cohort is working towards a Business Admin NVQ, followed by five studying for a finance qualification, one for a customer service qualification and one for an agricultural qualification. The Chief Operating Officer's service employs 19, Economic Growth and Prosperity 13, Adult Social Care 5, Children & Families 6 and one is employed by Public Health. During the last quarter 4 apprentices secured a position with the Council.

- 15.6 In August, the Council launched a new traineeship / pilot work readiness programme, entitled the Cygnet Pathway was launched to help prepare cared-for young people into work. Six young people are on the six-month programme.
- 15.7 The Council continues to offer a Graduate Programme, which includes graduate internships and a graduate development programme. In this quarter, one internship appointment has been made, bringing the total internships across the Council to 6 (inc. Education, Legal, HR, C&F). One further position is currently advertised (Business Intelligence) and one is being processed (Regeneration). One intern (Legal) has been extended and one intern (Education) has passed their 6 month probation review with high praise. In terms of the graduate development programme, 18 graduates from across the Council have taken part in development events.
- 15.8 The Grow Your Own Social Work Trainee Scheme of Children and Families has recruited 2 more trainees for cohort 3 commencing September 2015. There are now a total of 8 now on the scheme. Three from Cohort 1 are on track to qualify in summer 2016 and then apply for SW posts in Children and Families (with a contractual commitment to continue working in the Council for three years).
- 15.9 All four students on the Social Work Sponsored Student Scheme (C&F) for 2014/15 are now qualified and taking up permanent social worker posts in Crewe & Macclesfield teams. A further cohort is being recruited for 2015/16.

16.0 Reward and Recognition

The Council's Living Wage

- 16.1 From 1 November 2015 all staff directly employed by the Council will be paid the Living Wage of £7.85 an hour. This will be paid by adding a supplement to the current pay scale points which fall below the Living Wage. The Council is introducing this level of Living Wage, as defined by the Living Wage Foundation in November 2014. It should be noted that the new national Living Wage (as announced by the Chancellor in the Budget) will at first be lower, at £7.20 an hour. Over the period 2016 to 2020 the national Living Wage will rise to £9 an hour.
- 16.2 There are around 290 directly employed staff who will be affected by this new wage rate. Casual staff who will also be given the new rate.
- 16.3 Some staff may find that the increase in their pay will affect their benefits. The Council's benefits team will therefore run surgeries for staff who wish to discuss their circumstances in private.

Pay review

- 16.4 Last year the national pay award was agreed to run until March 2016 and the Council is now taking part in regional employer consultation on the union's pay claim submitted for 2016/17. Discussions are focussing on the impact of the new National Living Wage announced as part of the Budget, as the planned increase to at least £9 an hour by 2020 is going to lead to significant pressure on budgets internally but also more particularly in commissioned services e.g. in Adults Social Care. The Council has budgeted for the Living Wage but the pressure on the pay bill will build from 2017/2018.

End of contracting out

- 16.5 On 6 April 2016 the current basic state pension and state second pension (S2P) will be abolished and replaced by a single-tier state pension. The abolition of S2P will also mean the end of contracting-out of pension schemes. Currently contracted-out schemes must provide a certain level of Defined Benefit (DB) benefits, and in return both employer and employees pay lower National Insurance Contributions (NICs). The abolition of contracting-out will therefore have cost implications for both employers and employees because of the loss of the NIC rebates. As a result, employers' Class 1 NICs will increase by 3.4% (of relevant earnings) and employees' Class 1 NICs will increase by 1.4% (of relevant earnings). A communications plan for staff is currently being developed to inform them of this change, as well as the Living Wage.

17.0 Absence

The Council continues to focus attention on attendance management with particular focus on stress and resilience, with absence levels being the same or less than in the previous year's comparable period.

18.0 Voluntary Redundancies

- 18.1 The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council's Three Year 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.
- 18.2 Four people have left the Council under voluntary redundancy terms in Quarter 2. The total severance cost, for all employees was £144,228, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £627,800 (which is the combined accumulated costs of the deleted posts).
- 18.3 A total of eleven staff have left under voluntary redundancy so far in the 2015/16 financial year

19.0 Education HR Consultancy

The final buy back for Education HR Consultancy has been very encouraging and in particular take up of the 3 year contract option has been very strong. As of 21st September 2015 the position is as follows:

3 Year Gold Package	63
1 Year Gold Package	54
3 Year Silver Package	2
1 Year Silver Package	13

Four primary school academies have not bought back due to them joining Multi Academy Trusts who use an alternative HR provider. One maintained Primary School is in the process of converting to become an academy and has decided not to buy back; however, one primary school has decided to buy back this year having not done so in previous years.

There have been 3 Academy conversions (The Berkeley, Shavington High and Willaston all 1st September) completed since June 2015, the Education HR Consultancy Team have managed the TUPE process for each of these. Three further conversions are anticipated during October/November.

The Consultancy Team have run 5 briefings for Headteachers looking at developing new Pay Structures for schools and academies during September.

The team will be providing training events for Headteachers and other school managers during the Spring Term covering Attendance Management and Recruitment and Selection.

HR Performance Data

Headcount/FTE by Directorate:

Quarter 2 2015-16 (Jul-Aug-Sep 2015)

Directorate/Service (excludes ASDVs and Schools)	Jul-15	Aug-15	Sep-15
	FTE	FTE	FTE
Public Health	20	23	23
Media (Communications and PR)	8	8	8
Strategic Commissioning	2076	2095	2081
Adults Social Care & Independent Living	863	875	868
Children's Services	776	786	781
Commissioning and Client Support	24	24	24
Communities	413	410	408
Chief Operating Officer	479	484	487
Commissioning	45	44	43
Corporate Resources & Stewardship	253	253	253
Democratic Services & Governance	58	56	56
Legal Services	31	31	32
People and OD	53	53	53
Apprentices	38	45	49
Economic Growth & Prosperity	283	282	282
Assets	24	23	23
Crewe – High Growth City	3	3	3
Investment	79	79	77
Strategic and Economic Planning	61	64	64
Strategic Infrastructure	8	8	9
Visitor Economy, Culture & Tatton Park	104	102	102
Cheshire East Council Total	2867	2894	2883

Quarter 2 2014-15 (Jul-Aug-Sep 2014)

Directorate/Service (excludes ASDVs and Schools)	Jul-14	Aug-14	Sep-14
	FTE	FTE	FTE
Public Health	16	16	16
Media (Communications and PR)	12	12	11
Strategic Commissioning	2120	2121	2114
Adults Social Care & Independent Living	869	873	869
Children's Services	750	753	753
Commissioning and Client Support	53	52	55
Communities	447	443	436
Chief Operating Officer	517	518	515
Commissioning	43	43	45
Corporate Resources & Stewardship	289	287	285
Democratic Services & Governance	61	62	59
Legal Services	36	37	37
People and OD	52	55	51
Apprentices	35	34	38
Economic Growth & Prosperity	292	298	298
Assets	30	30	29
Crewe – High Growth City	n/a	n/a	n/a
Investment	74	76	77
Strategic and Economic Planning	100	100	101
Strategic Infrastructure	9	9	9
Visitor Economy, Culture & Tatton Park	78	83	82
Cheshire East Council Total	2957	2966	2955

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	4892	n/a
30 Apr 2010	6,155	-5.63	4583	-6.31
30 Apr 2011	5,860	-4.79	4385	-4.31
30 Apr 2012	5,449	-7.01	4080	-6.96
30 Apr 2013	5,103	-6.35	3881	-4.89
30 Apr 2014	4,403	-13.72	3233	-16.70
Date	Headcount	% change from previous month	FTE	% change from previous month
31 Aug 2014	3,976	0.40	2966	0.29
30 Sep 2014	4,011	0.88	2956	-0.38
31 Oct 2014	4,014	0.07	2956	0.06
30 Nov 2014	4,011	-0.07	2951	-0.19
31 Dec 2014	4,010	-0.02	2958	0.27
31 Jan 2015	3,893	-2.92	2911	-1.61
28 Feb 2015	3,885	-0.21	2909	-0.06
31 Mar 2015	3,875	-0.26	2897	-0.43
30 Apr 2015	3,812	-1.63	2884	-0.45
31 May 2015	3,794	-0.47	2868	-0.54
30 Jun 2015	3,810	0.42	2876	0.27
31 Jul 2015	3,790	-0.52	2867	-0.31
31 Aug 2015	3,821	0.82	2894	0.94
30 Sep 2015	3,799	-0.58	2883	-0.38

NB On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (24 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100 FTE) TUPE transferred to CoSocius. On 1st January 2015, 71 employees (31 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 Civicance.

Between April 2009 and September 2015 the overall Cheshire East Council employee headcount has reduced by 41.75% and the overall number of FTE Cheshire East Council employees has decreased by 41.07%. Between April 2014 and September 2015 the overall Cheshire East Council employee headcount has reduced by 13.72% and the overall number of FTE Cheshire East Council employees decreased by 10.83% over the same period.

Leavers during Quarter 2 2015-16 (July-September 2015):

Reason for leaving	Headcount of leavers	FTE
Resignation	93	61
Retirement	11	7
Mutual Termination	5	4
Voluntary Redundancy	4	4
End of Fixed Term/Contract without Benefits	4	3
TUPE Transfer	4	2
Contract Terminated	2	0
Deceased	1	1
Total	124	80

Excluding TUPE transfer staff, the Cheshire East turnover between July and September 2015 (only) was 3.26% (124 leavers divided by 3803 (average) headcount). 75% of all leavers during Q2 in 2015-16 left following resignations, 8.9% following retirements and 4% as a result of mutual terminations. **Please note:** these figures reflect reasons for leaving entered by managers into the Oracle employee database.

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:

	Jul	Aug	Sep
Q2 2015/16	3.46	4.24	5.19
Q2 2014/15	3.79	4.63	5.58

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

Absence within month – year to date figures:

	Jul	Aug	Sep
Q2 2015/16	0.90	0.83	1.02
Q2 2014/15	1.05	0.91	1.00

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

The cumulative average days lost to sickness, per FTE employee, throughout quarter 2 in 2015/16 was slightly lower than the same period in 2014/15; absence levels within individual months during quarter 2 of 2015/16 were initially lower than in the same months in 2014/15, except for September where absence levels were the same (1.02 days compared to 1.00 day).

HR Casework

Summary of current formal case work.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at June2015	3	12	3	1	0
As at Sept 2015	4	6	2	0	0

Summary of closed formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
July - Sept 2015	1	9	1	0	0

Summary of new formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
July - Sept 2015	2	3	0	0	0

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

20. Access to Information

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

Name: Rosie Ottewill/Dinah Robertson
 Designation: OD Manager/HRBP
 Tel No: 01270686305
 Email: rosie.ottewill@cheshireeast.gov.uk

This page is intentionally left blank