# Staffing Committee

# Agenda

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| **Date:** | **Thursday 27th April 2017** |
| **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.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website.

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

1. **Apologies for Absence**

2. **Declarations of Interest**

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

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

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

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Please contact    Rachel Graves on 01270 686473
E-Mail:              Rachel.graves@cheshireeast.gov.uk with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

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 3 - 6)

To approve the minutes of the meeting held on 26 January 2017

5.      **People Plan 2016/2017 - End of Year Update Report**  (Pages 7 - 40)

To receive an update on progress with the Council's People Plan 2016/17, including Health and Safety, Human Resource and Organisational Development items

6.      **Attendance Management Project**  (Pages 41 - 48)

To receive the report of the Attendance Management Project

# CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 26th January, 2017 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

## PRESENT

Councillor B Moran (Chairman)
Councillor G Barton (Vice-Chairman)

Councillors JP Findlow (substitute for Cllr R Bailey), L Smetham (substitute for Cllr D Brown) and S Hogben (substitute for Cllr J Jackson)

### Officers
Sara Barker, Head of Strategic HR
Rosie Ottewill, Organisational Development Manager
Dan Dickinson, Legal Team Manager - Corporate & Regulatory
Rachel Graves, Democratic Services Officer

## 34 APOLOGIES FOR ABSENCE

Apologies were received from Councillors R Bailey, D Brown, D Flude, J Jackson, D Marren and M Parsons.

## 35 DECLARATIONS OF INTEREST

No declarations were made.

## 36 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public were present.

## 37 MINUTES OF PREVIOUS MEETINGS

**RESOLVED:**

That the minutes of the meetings held on 25 October 2016 and 8 December 2016 be confirmed as a correct record.

## 38 PEOPLE PLAN 2016-2017 - UPDATE REPORT

The Committee considered a report on the progress with the Council's People Plan 2016/17.

The report provided details on the progress with the main priorities for each HR service area in the People Plan, and on HR performance Data for Quarter 3 which included headcount and employee turnover, voluntary redundancy and working days lost to sickness absence.

The report also provided a summary of accidents and incidents in Quarter 3 and details of the RIDDOR reportable accidents.

It was agreed that the employee turnover table, at paragraph 13.2 of the report, be amended to include an additional column to show the number of leavers excluding those who TUPE transferred to ADSVs and that the revised table to be circulated to Staffing Committee members. The revised table format be included in future reports.

The Committee noted that the take up of places on training courses was reported at 72% and asked for clarification of what the percentage was a measurement of – it was assumed to be delegate attendance; actions in place to increase take up of places and any further actions that could be taken.

**RESOLVED:** That

1      the report be noted;

2      the employee turnover table be amended to include an additional column to show the number of leavers excluding those who TUPE transferred to ADSVs and the revised table to be circulated to Staffing Committee members; and

3      clarification be provided on take up of places on training courses and the actions taken to increase the take up.

39 **PAY POLICY STATEMENT**

The Committee considered a report on the Draft Pay Policy Statement for 2017/18.

The Council was required under section 38 of the Localism Act 2011 to produce a Pay Policy Statement by 31 March on an annual basis.

Changes since last year's Statement were outlined in Section 12 of the report and related to a small change in the broad remuneration ranges for Chief Officers due to a 1% national pay increase in April 2016, and the Government's consultation on a range of reforms to exit payments across the public sector.

**RESOLVED:** That

1      the changes since the 2016/17 Pay Policy Statement be noted, as outlined in Section 12.2 of the report; and

2      Council be recommended to approve and publish the Pay Policy Statement for 2017/18.

40 **REASSURANCE PROJECT**

The Committee considered a report on the Reassurance Project, which detailed the work undertaken and sought Cabinet endorsement on the outcome.

A cross party Working Group had been established in May 2016 to provide assurance that the wellbeing of staff was aligned to best practice and organisational values.

The review carried out by the Working Group included
- a desk based exercise to review the Council's policies and procedures, conducted independently by North West Employers
- independent research by North West Employers to ensure best practice was being followed
- consideration of the Staff Survey results
- quick wins being identified and implemented
- interviews and focus group with staff and views sought of Elected Members through the Working Group

The Working Group concluded that the wellbeing of staff was aligned to best practice and values and that there were appropriate HR processes in place for staff to speak out on matters of concern and suggested that further training should be made available to all staff to reduce negative behaviours in the workplace.

**RESOLVED:**

That Cabinet be recommended to endorse the outcome of the Reassurance Project.

The meeting commenced at 2.00 pm and concluded at 3.35 pm

Councillor B Moran (Chairman)

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# CHESHIRE EAST COUNCIL

## Staffing Committee

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**Date of Meeting:** 27 April 2017
**Report of:** Head of Strategic HR
**Subject/Title:** People Plan 2016/2017 – End of Year Update Report

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**1.0 Report Summary**

1.1 To update the Committee on progress with the Council's People Plan 2016/17, to include Health and Safety, Human Resource (HR) and Organisational Development (OD) items.

**2.0 Recommendation**

2.1 To note the report and receive feedback.

**3.0 Reasons for Recommendations**

3.1 To ensure Members are kept up to date with HR and OD developments and that the Committee's 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 policy issues identified as a result of this update report.

**7.0 Financial Implications**

7.1 No direct financial implications arising from this report.

**8.0 Legal Implications**

8.1 No direct legal 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 matters are dealt with separately.

**10.0  WORKFORCE PRIORITIES**

10.1  Placing the right people in the right places at the right times, is at the heart of the Council's success.  To support and enable the delivery of the Council's ambitious plans, eight strategic workforce priorities come together to form the Council's People Plan 2016/17, which are summarised below:

1. **HR Business Development –** to ensure the Council's HR service is in the best position to fully support the delivery of business priorities and exploit further business opportunities.

2. **Organisation Design** – to provide change management support to services, enabling our workforce to be flexible and adaptable in a rapidly changing local, regional and national environment.

3. **Recruitment, Resourcing and Retention** – to deliver a strategic workforce assessment and plan that ensures the Council has the right people with the right capabilities, skills and attitudes in the right places at the right time to deliver organisational objectives.

4. **Leadership –** to develop and implement a leadership and management model and strategy which increases leadership presence, governance and accountability.

5. **Employee Development –** to continue to develop highly skilled and competent professionals who operate safe practice and risk awareness, and can work effectively across internal and external boundaries as the structure and form of public service changes.

6. **Engagement and Wellbeing –** to build from the findings of the Staff Survey 2016, with particular focus on improving staff wellbeing, resilience and attendance management, to ensure our workforce are engaged and performing at the highest level.

7. **Employee Rewards –** to review and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.

8. **Service Delivery –** to enable staff to work in a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential and put residents first.

10.2  A copy of the People Plan for 2016/17 is attached at Appendix 1 to this report. It outlines the main priorities for each HR service area and provides an end of year update on progress and achievements.  The plan has been assessed for progress using a RAG rating (as summarised below) in the first column of the report to illustrate status.

Red - Significantly off track, Amber - Some delay, Green - On track / completed

10.3   The People Plan for 2017/18 is currently under development.

**11.0   STAFFING COMMITTEE WORKING GROUP**

**11.1   Absence/Attendance Management Working Group**

A report summarising the work of the Attendance Management Working Group is contained as a separate item on the Staffing Committee agenda.

**11.2   Re-assurance Working Group**

The Working Group has completed in accordance with the terms of reference with a report to Cabinet on 14th March 2017. The recommendations of the Group were accepted and work is now underway to progress the agreed actions in the report.

## 12.0   HR PERFORMANCE DATA (Q4) 01.01.2017 – 31.03.2017

**Health and Safety**

**Quarter 4 ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.01.17 – 31.03.17**

| | | Average Corporate Core employees (Head Count): 3671 | Average Schools Employees (Head Count): 3671 |
|---|---|---|---|
| **Accidents** | Employees | 71 | 34 |
| **Average Accident Rate Factor (Employees)** | | 2% | 1% |
| | MOTP[1] | 344 | 376 |
| **Incidents** | Employees | 31 | 13 |
| | MOTP | 41 | 28 |
| **A&I Total** | | **487** | **451** |

| | | Corporate Core | Schools |
|---|---|---|---|
| **RIDDOR[2]** | Employees | 1 | 1 |
| | MOTP | 1 | 0 |
| **RIDDOR Total** | | **2** | **1** |

**RIDDOR Reports**

**January 2017 – Corporate Core**

A member of the public (young person) was engaged in horseplay on a bridge within Queens Park, Crewe. He fell, sustained head injuries and was airlifted to hospital. He made a full recovery and was not badly injured.

**January 2017 – Schools**

A catering employee sustaining a lifting and handling injury whilst moving tables. A fractured wrist meant that this was reportable as a major injury (also because the accident involved more than 7 day's absence).

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[1] MOTP – Members of the Public
[2] RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

**February 2017 – Corporate Core**

An employee fell on the disabled slope at the rear of Macclesfield Town Hall, sustaining 3 broken ribs and a punctured lung. He was leaving the building at 5pm, it had been a wet day with snow in the morning and the ground was very wet. The injured party did not immediately report his fall and made his way own way to hospital. The HSE were initially interested but have not followed this up.  The Corporate Health & Safety Adviser undertook a full investigation and made several recommendations to Facilities Management which are in progress:

- Purpose made de-icing grit that dissolves on contact and doesn't leave a residue as with sand has been purchased
- Regular re- inspections (every 2 to 3 hours) of the slope and other routes of egress and access during periods of ice or snow will be implemented
- A back-to-work assessment upon the employees return to ascertain if there are any further reasonable adjustments to be made in light of their disability will take place.

There were no RIDDOR reportable accidents in either the corporate core or the school during March 2017.

**13.0   HR PERFORMANCE DATA – Q4 (01.01.2017 to 31.03.2017)**

**13.1   Headcount/FTE trend** (excluding schools, agency workers and casuals)

| Date | Headcount | % change from previous year | % change from previous year excluding ASDV TUPE transfers out of CEC | FTE | % change from previous year | % change from previous year excluding ASDV TUPE transfers out of CEC |
|---|---|---|---|---|---|---|
| 30 Apr 2009 | 6,522 | n/a | n/a | 4891.5 | n/a | n/a |
| 30 Apr 2010 | 6,155 | -5.63 | n/a | 4582.8 | -6.31 | n/a |
| 30 Apr 2011 | 5,860 | -4.79 | n/a | 4385.4 | -4.31 | n/a |
| 30 Apr 2012 | 5,449 | -7.01 | n/a | 4080.2 | -6.96 | n/a |
| 30 Apr 2013 | 5,103 | -6.35 | n/a | 3880.7 | -4.89 | n/a |
| 30 Apr 2014 | 4,403 | -13.72 | -6.87 | 3232.7 | -16.70 | -8.28 |
| 30 Apr 2015 | 3,812 | -13.42 | -1.01 | 2883.5 | -10.80 | -0.19 |
| 30 Apr 2016 | 3,763 | -1.29 | -0.74 | 2891.7 | 0.28 | 1.02 |
| 31 Mar 2017 | 3,666 | n/a | n/a | 2864.1 | n/a | n/a |

Between April 2009 and March 2017, the overall Cheshire East Council employee headcount has reduced by 43.8%, and the overall number of FTE Cheshire East Council employees has decreased by 41.4%.   Between April 2014 and March 2017, the overall Cheshire East Council employee headcount reduced by 16.7%, and the overall number of FTE Cheshire East Council employees decreased by 11.4% over the same period; however, as described previously, the larger (>10%) reductions in staffing between both 2013 and 2014, and 2014 and 2015 include staff TUPE transferring to ASDVs. Across the previous financial year, between April 2016 and March 2017, the overall Cheshire East Council employee headcount has reduced by 2.6%, with the number of FTE Cheshire East Council employees reducing by 1.0% over the same period. **Note:** updated year-on-year comparisons will only be provided in the next report, when April 2017 figures are available, for consistency.

**13.2   Employee turnover, by financial year, since 2009-10** (whole Council – excluding schools, agency workers and casuals)

| Financial Year | Headcount of all leavers inc.0 ASDV TUPE transfers | Employee turnover (all leavers, inc. TUPE transfers, as % of all employees) | Headcount of ASDV TUPE leavers (only) | ASDV TUPE transfer employee turnover (ASDV TUPE leavers as % of all employees | Headcount of leavers minus ASDV TUPE transfers | Employee Turnover discounting ASDV TUPE transfers (ASDV TUPE leavers as % of all employees | Headcount leavers excluding ASDV TUPE transfers resignation (only) | Resignation (only) Employee Turnover (resignation leavers as % of all employees |
|---|---|---|---|---|---|---|---|---|
| 2009-10 | 838 | 13.2% | | | 838 | | 390 | 6.2% |
| 2010-11 | 931 | 15.5% | | | 931 | | 362 | 6.0% |
| 2011-12 | 830 | 14.7% | | | 830 | | 307 | 5.4% |
| 2012-13 | 657 | 12.5% | | | 657 | | 324 | 6.1% |
| 2013-14 | 1019 | 21.4% | 369 | 7.8% | 650 | 13.7% | 354 | 7.4% |
| 2014-15 | 1030 | 25.1% | 524 | 12.8% | 506 | 12.3% | 301 | 7.3% |
| 2015-16 | 566 | 14.9% | 21 | 0.6% | 545 | 14.4% | 305 | 8.1% |
| 2016-17 | 458 | 12.3% | | | 458 | | 311 | 8.4% |

The Cheshire East employee *(excluding schools, casuals, agency workers and interims)* turnover during the 2016-17 financial year was 12.3%; 67.9% of all leavers (headcount) during 2016-17 resulted from resignations, 11.6% following retirements, 6.6% from TUPE transfers (e.g. kitchen staff to Academies – i.e. not to ASDVs) and

5.2% following Voluntary Redundancies (based upon the "leaving reasons" specified within Oracle).

### 13.3 Voluntary Redundancy

Five people have left the Council under voluntary redundancy terms in quarter 4, four of whom held posts within the management grades (Grade 10 or above). The total severance cost for all employees was £382,042.97 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £425,220.94 (which is the combined accumulated costs of the deleted posts).

| Year | Number of voluntary redundancies |
|------|----------------------------------|
| 2009 - 2010 | 280 |
| 2010 - 2011 | 399 |
| 2011 - 2012 | 264 |
| 2012 - 2013 | 94 |
| 2013 - 2014 | 124 |
| 2014 - 2015 | 30 |
| 2015 - 2016 | 98 |
| 2016 - 2017 | 22 |

### 13.4 Working days lost due to sickness absence:

| Financial Year | Calculated days lost to sickness absence per FTE employee – full financial year | Change in absence levels (calculated days lost to sickness absence per FTE employee) against previous financial year |
|----------------|------------------------------------------------------------------|------------------------------------------------------------------|
| 2011-12 | 11.67 | n/a |
| 2012-13 | 12.03 | +0.36 |
| 2013-14 | 11.33 | -0.70 |
| 2014-15 | 11.97 | +0.64 |
| 2015-16 | 11.14 | -0.83 |
| 2016-17 | 11.14 | 0.00 |

The Council's overall absence levels in 2016-17 were the same as the previous financial year *(11.14 calculated days lost to sickness absence per FTE employee (BVPI12 measure))* – absence rates across the Council however varied considerably; across the three Executive Directorates of People, Place and Corporate Services, for example, absence rates at the end of the 16-17 financial year were, *respectively*, 12.77, 9.75 and 8.23 calculated days lost to sickness absence per FTE employee.

**13.5** <u>**HR Casework**</u>

The HR Team continues to work with management to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes for the concerns raised. The table below sets out those cases that were considered using formal procedures. There has been one member appeal during the Q4 of 2016/17.

<u>Summary of current formal case work:</u>

|  | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|---|---|---|---|---|---|
| As at June 2015 | 3 | 12 | 3 | 1 | 0 |
| As at Sept 2015 | 4 | 6 | 2 | 0 | 0 |
| As at Dec 2015 | 4 | 2 | 1 | 0 | 1 |
| As at March 2016 | 5 | 2 | 6 | 1 | 1 |
| As at May 2016 | 4 | 2 | 3 | 1 | 1 |
| As at Sept 2016 | 4 | 0 | 1 | 1 | 1 |
| As at Dec 2016 | 4 | 6 | 6 | 1 | 0 |
| As at March 2017 | 6 | 4 | 6 | 1 | 0 |

<u>Summary of closed formal case work during period.</u>

|  | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|---|---|---|---|---|---|
| Jan – March 2017 | 1 | 5 | 2 | 1 | 0 |

<u>Summary of new formal case work during period.</u>

|  | Capability | Disciplinary | Grievance | Dignity at Work | ET |
|---|---|---|---|---|---|
| Jan – March 2017 | 3 | 3 | 2 | 1 | 0 |

**14.0   Access to Information**

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

Name:          Sara Barker
Designation: Head of Strategic Human Resources
Tel No:        01270 686328
Email:         sara.barker@cheshireeast.gov.uk

**Appendix 1**



People Plan 2016/2017

Placing the right people in the right places at the right times

Legend:
- Service Delivery
- Employee Rewards
- Engagement & Wellbeing
- Employee Development
- HR Business Development
- Organisational Design
- Recruitment, Resourcing & Retention
- Leadership

Wheel labels:
- Local Delivery Plans
- Transformation
- Commissioning & Income Generation
- Business Partnering
- Partnerships
- Change Management
- Pay & Reward
- Change Framework
- Non-Financial Reward
- Delivering Success
- Workforce Planning
- Attendance & Work Life Balance
- Apprenticeships
- Staff Survey
- Recruitment
- Competency and Behaviour
- Governance & Accountability
- Development Programmes
- Cultural Change

Banner: Responsibility | Accountability | Teamwork | Professional Knowledge | Customer Focussed | Timely | Performance | Targets

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| | **HR Business Development – Transformation, Partnerships, Commissioning and Income Generation** | | | | |
| A | To ensure that CEC and Education HR & H&S service delivery is fit for purpose supporting customer requirements through the development of People Plan, review of HR structure, to support business priorities. | Head of Strategic HR | April – Oct 2016 | - Development of People Plan and suite of KPIs. | **COMPLETE**. Work to deliver the People Plan 2016/17 has evolved and progressed during the year and is summarised in this update. The People Plan for 17/18 is under development. KPIs developed and monitored. |
| | | HRMT | Jan 2017 | - Review and implementation of revised HR Structure. | The HR structure has been reframed to enable further alignment with Council requirements and affordability within the Councils budget parameters. |
| | | | Jan 2017 | - Policy, Procedures and processes are reviewed to meet customer need and legislation and streamlined as appropriate. | The review of HR policies and procedures has progressed and will continue into 17/18. |
| | | | | - Positive Employee Relations and effective consultation. | Joint Consultation Negotiation Panels (JCNPs) are now in place for People, Place and Corporate Services Directorates. The Corporate JCNP takes place monthly and is chaired by the Chief Executive and attended by Executive Directors. |

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**People Plan EoY Review -** 	**Red** = Significantly off track, **Amber** = Some delay, **Green**= On track / completed

| | | | | | |
|---|---|---|---|---|---|
| <span style="color:green">█</span> | To create and deliver HR Team Development Plan. | HRMT | Ongoing | - Development and implementation of HRTD Plan. | Assessment against the Workplace Wellbeing Charter continues. |
| | To achieve external accreditation of HR/H&S services and work towards external awards. | HRMT | Ongoing | - Receive external accreditation and awards. | Achieved CH&S external accreditation – 4th RoSPA award (Commended). |

**People Plan EoY Review -**          <span style="color:red">Red</span> = Significantly off track, <span style="color:orange">Amber</span> = Some delay, <span style="color:green">Green</span>= On track / completed

## HR Business Development – Transformation, Partnerships, Commissioning and Income Generation

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **B** | To continue to develop partnership and joint working arrangements that improve service delivery and realise financial savings. | HRMT | Ongoing | - Further partnership and joint working arrangements identified.<br><br>- Conduct baseline assessment and audit of all current arrangements.<br><br>- Determine measure to increase service delivery.<br><br>- Identified and realised savings. | **COMPLETE.**<br><br>Collaborative working with CCG and Health partners is ongoing to explore opportunities for joint working and rationalisation of working arrangements.<br><br>Base line assessment of current service specification for Transactional Services complete.<br><br>Potential saving through the introduction of e-pay slips will lead to a print saving of £19k per annum. Implementation has commenced and will be phased during 17/18. |
| **C** | To work closely with CWAC to identify an outsource provider for OHU services. | Corporate H&S Manager | April – Jun 2016 | - Development of Service Specification.<br><br>- Completion of tender process to identify new service provider. | **COMPLETE.**<br><br>New OHU service provider operational. |

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**People Plan EoY Review -**          **Red** = Significantly off track, **Amber** = Some delay, **Green**= On track / completed

| | HR Business Development – Transformation, Partnerships, Commissioning and Income Generation | | | | |
|---|---|---|---|---|---|
| | **Priority** | **Owner** | **Timescale** | **Performance & Outcome Measures** | **End of Year Review** |
| **D** | To work closely with CWAC to develop specification and tender for Enterprise Resource Plan (ERP) | Head of Strategic HR/ HR Delivery Manager | April 2016 – March 2017 | In accordance with ERP Terms of Reference and agreed timescales. | **COMPLETE.** Work continues to progress in accordance with Terms of Reference meeting timescales within Project Plan. Tenders were invited during Oct/Nov and a procurement decision will be reached in June/July 2017. Implementation is due to commence in the Autumn 2017. |
| **E** | To continue to work with Employee Service Centre (ESC) to develop service provision to meet CEC requirements in terms of cost, timeliness and quality service provision. | HR Delivery Manager/HR Education Manager | Ongoing | - Identify KPIs to measure service improvement.<br><br>- Specific identified changes to improve service delivery and realise savings. | **COMPLETE.** A set of KPIs and MI is reported monthly and reviewed to ensure service continues to meet CEC requirements. Monthly meeting in place to look at service improvement. Work continues with Employee Service Centre to realise benefits of Taleo the Council's recruitment system and People Asset Management (PAM). |

**People Plan EoY Review -**          **Red** = Significantly off track, **Amber** = Some delay, **Green**= On track / completed

## HR Business Development – Transformation, Partnerships, Commissioning and Income Generation

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| F | To develop a commissioning model for workforce development. | Workforce Development Manager | Ongoing | - Implementation of recommendations of Workforce Development review.<br><br>- Commissioned training meets identified service needs re professional, regulatory and legislative requirements outlined in Service training plans.<br><br>- Within budget.<br><br><br><br><br><br><br>- Take up of places > 80%.<br><br>- Impact assessment shows positive contribution to service through (for example) efficiency of practice, customer satisfaction, meeting professional standards. >80% positive impact. | **COMPLETE.**<br><br>All recommendations implemented as of 1st April 2016, with new commissioning structure in place for delivery.<br><br>Agreed training plans in place across key areas of People, Place and Corporate.  7086 bookings have been made since 1st April 2016, over 181 different courses and 369 sessions.<br><br>Spend has been within budget this financial year.  Additional mechanisms have been put into place to track spend monthly with Heads of Service and accountancy to ensure effective spend against training requirement.<br><br>Take up of places is 84%.<br><br>Delegates who have responded to post learning survey have reported a100% transfer of learning into improved practice within the workplace across all sessions. |

6

**People Plan EoY Review -**        **Red** = Significantly off track, **Amber** = Some delay, **Green**= On track / completed

| | | | | | |
|---|---|---|---|---|---|
| | | | | - Income generated meets target. | Income from ASYE (Assessed and Supported Year in Employment) and students has been maximised and utilised to fully fund ASYE and student support and practice educator training across People Directorate. |
| | | | | - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. | Good/Outstanding feedback on service since April 2016 stands at 93% which reflects positively on high quality delivery. |

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**People Plan EoY Review -**        **Red** = Significantly off track, **Amber** = Some delay, **Green**= On track / completed

## HR Business Development – Transformation, Partnerships, Commissioning and Income Generation

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **G** | To develop a clear and structured Commissioning and Income Generation Plan which ensures resources are maximised and savings are realised. | HRMT | Aug - Mar 2017 <br><br> Ongoing | - Development of commissioning and Income Generation Plan. <br><br> - Increased income generation exceeding targets set. | **COMPLETE**. <br><br> Buy back of Health and Safety and Education HR Consultancy Services remains strong for this academic year. Of 155 schools and academies, 83% or 128 schools and academies have bought back HR Consultancy Services and 89% or 134 schools and academies have bought back Health and Safety services. |
| | To meet and exceed external income generation targets for HR Education and H&S and develop new income streams across HR and OD. | | Ongoing | - Savings realised through commissioning. | Additional paid for services available to ASDVs include: <br> - Employment investigations <br> - Mediation <br> - Coaching <br> - HR Workshops <br> - Health and Safety |

| Organisational Design – Change Management and Change Framework | | | | |
|---|---|---|---|---|
| **Priority** | **Owner** | **Timescale** | **Performance & Outcome Measures** | **End of Year Review** |
| **A** To introduce governance arrangements and further develop change management for Executive Directors.  To ensure that HR supports CEC in delivering it's short and long term financial strategy. | Head of Strategic HR<br><br>HRMT | Oct 2016<br><br>Ongoing | - Introduction of governance arrangements to maximise change management opportunities.<br><br>- Financial savings identified and realised. | **COMPLETE**<br><br>Head of Strategic HR has been working closely with the Executive Directors to provide challenge and support.<br><br>Business Challenge sessions attended by HR Delivery to give HR advice, guidance, and challenge to proposals. |
| **B** Provision of a comprehensive Change Management Framework and Toolkit to support change implementation for managers through all aspects of restructuring.<br><br>Further develop change management support for managers. | HR Delivery Manager/HR Education Manager<br><br>HR Delivery Manager/HR Education Manager | Oct 2016<br><br>Ongoing | - Development of Change Management framework and Toolkit.<br><br>- Improved customer satisfaction and positive feedback from Managers.<br><br>- Delivery of change programmes to agreed timescales. | **COMPLETE**<br><br>Toolkit launched March 2016.<br><br>Corporate Leadership Team has committed to engagement with the TUs to ensure early consultation around change programmes.<br><br>Local Delivery Plans have been developed jointly with Directorates and Service Management Teams. All change programmes are tracked through HR Delivery Plans and regularly reviewed with Directors and Heads of Service to ensure delivery to agreed timescales. |

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**People Plan EoY Review -**         <span style="color:red">**Red**</span> = Significantly off track, <span style="color:orange">**Amber**</span> = Some delay, <span style="color:green">**Green**</span>= On track / completed

## Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| A | To work closely with Finance to develop a budgeted establishment to inform future workforce planning capability. | Head of Strategic HR/HR Delivery Manager/Finance | Ongoing | - Establishment created and maintained for CEC and each ED portfolio.<br><br>- Regular reporting on establishment. | **COMPLETE**.<br><br>People, Place and Corporate Services realignment has been represented in Oracle to facilitate reporting.<br><br>Work is ongoing with finance to ensure budgeted establishment is tracked and maintained to support Workforce Planning. |
| B | To deliver a Workforce Strategic Assessment and Workforce Plan that ensures that CEC has the right people, with the right capabilities, skills and attitudes in the right places, at the right times to deliver organisational objectives. | Head of Strategic HR<br><br>HR Delivery Manager | March 2017<br><br>March 2017 | - Development of Workforce Strategic Assessment.<br><br>- Workforce Plan in place of each ED Portfolio.<br><br>- Reduce reliance and expenditure on agency workers and other non employed workers. | **COMPLETE**<br><br>Key talent pools have been identified and referenced in Local Delivery Plan to enable effective recruitment and resourcing. Further work will take place to develop the workforce strategic assessment during 2017/18.<br><br>Framework to support managers in making Productivity savings is being developed to provide effective governance and to ensure resources are aligned to business need. |

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## Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **C** | To identify and address gaps in workforce planning including succession planning, talent management and addressing matters arising from strategic workforce assessment. | HR Delivery Manager/OD Manager | Ongoing | - Programme of work to address each key area.<br><br>- Introduce a mid year "talent review" process to encourage managers and individuals to review performance, aspiration and potential within teams. | **COMPLETE**<br><br>Reports from mid-year development discussions to be fed through to Workforce Development.<br><br>Careers interviews held for social workers in Children & Families. |
| | To identify sources of talent e.g. in-house, ASDVs, universities and other partners re: internships, shadowing & placements. | Workforce Development Manager | Ongoing | - Outcomes of mid-year discussions inform identification of talent and lead to staff being included in talent routes. | Work has begun, alongside the development of a leadership and management strategy, on the development of a talent matrix for Cheshire East Council and supporting mechanisms. This matrix will be used to support apprenticeships across the Council and to also assist with the planning of leadership and management development programmes. |

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## Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **D** | To review and develop current Apprenticeship Scheme taking cognisance of the Apprenticeship Task and Finish Group report. | Workforce Development Manager | March 2017 | - Implementation of agreed recommendations from Apprenticeship Task and Finish Group report.<br><br>- Set and achieve targets for apprenticeship recruitment. | **COMPLETE.**<br><br>Current scheme has been reviewed and revised taking into account the incoming requirements of the apprenticeship levy.<br><br>Target is set by the Government and will be introduced in April 17.<br><br>Apprenticeship levy paper has been received by Cabinet, CLT and CERF board for consideration. All DMTs have now also had an update with indicative figures provided on their respective targets for apprenticeships.<br><br>Work has continued on an implementation programme for the levy. This has included Cheshire East Council registering for its Apprenticeship Service account. Legal has also developed a revised agreement for apprentices along with a contract for training providers, an agreement for existing staff and a commitment statement for all parties to sign. |

**People Plan EoY Review -**        **Red** = Significantly off track, **Amber** = Some delay, **Green**= On track / completed

| | | | | With the Register of Approved Training Providers (RoATP) being published in March, the procurement exercise for the levy budget is now underway with a go live date of the start of May to coincide with the implementation dates for the levy.<br><br>The governance mechanism for tracking how funding is allocated from the levy funding and the number and distribution of apprentices is to be through the CPD Panel. Terms of Reference have been developed for this group which is co-ordinated by the Workforce Development Team. |
|---|---|---|---|---|

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## Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| E | To develop a high quality recruitment and resourcing service, driven by e-recruitment technology, expert advice and focussed on excellent customer service to meet organisational demand. | Manager HR Delivery/HR Education Manager | Dec 2016<br><br><br>Ongoing<br><br><br>Ongoing | - Establish present position by assessing customer feedback.<br><br>- Increase customer satisfaction.<br><br>- Improve recruitment timescales. | **COMPLETE.**<br><br>New recruit and recruiting manager survey analysed to inform future recruitment strategy.<br><br>The microsite continues as the front door for key roles.<br><br>Reporting from Taleo being developed to look at timeline of recruitment. Recommendations from the Business Improvement Team have been implemented. |
| F | To maintain a redeployment service which meets the need identified by the change management processes within CEC. | Manager HR Delivery | Ongoing | - Minimise number of redundancies through successful redeployment. | **COMPLETE.**<br><br>On 31st March 2017 there were 15 staff members seeking redeployment. |

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**People Plan EoY Review -**　　　　Red = Significantly off track, Amber = Some delay, Green= On track / completed

## Leadership - Governance & Accountability and Cultural Change

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **A** | To develop a Leadership and Management model and strategy and a programme of initiatives which increase leadership presence, governance and accountability. | OD Manager | Jun - Nov 2016<br><br>Nov 2016<br><br>March 2017 | - Development of Leadership and management model and strategy.<br><br>- Introduction of programme of Leadership Initiatives.<br><br>- Number of Leadership initiatives delivered. | **COMPLETE.**<br><br>The Connected Leadership concept has been introduced to the Councils senior managers. The second Leading Together events for the Wider Leadership team and Community have run successfully with further events planned during 2017.<br><br>Work continues to develop a Connected Leadership and Management model and development strategy |
| **B** | Await feedback from Staff Survey and findings from the Staffing Committee and feed into Leadership Strategy and Programme of Initiatives. | OD Manager | Sept - Nov 2016 | - Key priorities identified and incorporated into the Leadership development strategy. | **COMPLETE.**<br><br>Results from Staff Survey have been received and key findings are being factored into the Leadership Strategy. These include building on strengths such as line management and performance and development support and improvement in areas such as change management and staff involvement. |

**People Plan EoY Review -**    Red = Significantly off track, Amber = Some delay, Green= On track / completed

## Employee Development -  Competency and Behaviour  and Development Programmes

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **A** | To develop and implement corporate training requirements for 2016/2017. | Workforce Development Manager | Ongoing | - Agree Corporate Training requirements. | **COMPLETE.**<br><br>Agreed and plan in place for 2016/2017. |
| | | | | - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. | Corporate Training Programme commissioned against agreed requirements.  1339 delegates across 75 courses and 184 sessions since April 2016. |
| | | | | - Within budget. | Spend was within budget for 16/17. |
| | | | | - Income generated meets target. | Good/Outstanding feedback on service since April 2016 stands at 94% which reflects positively on high quality delivery. |
| | | | | - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. | Based on the feedback received and the demand for places over 16/17, courses on the Corporate Training Programme are being commissioned now, with some already scheduled for 17/18 |

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## Employee Development - Competency and Behaviour and Development Programmes

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **B** | Provision and implementation of delivery plans for all business areas ensuring delivery of all mandatory and agreed training | Workforce Development Manager | April 2016 to March 2017<br><br>March 2017 | - Develop and agree local Training requirements and Plans.<br><br>- Deliver plans to meet customer's needs within budget. | **COMPLETE.**<br><br>Plans delivered as requested by service areas for 16/17.<br><br>In total, 7086 bookings have been made from 1st April 2016, over 181 different courses and 369 sessions.<br><br>Training Plans are agreed for 17/18 across People and plans are in development for all other directorates. |
| **C** | To ensure individual development, development programmes and career pathways are aligned to customer requirements across each business area. | OD/ Workforce Development Manager | Ongoing | - Career pathways established based on portfolio need and reviewed quarterly. | **COMPLETE.**<br><br>Career pathways have been developed in 16/17 for Social Care, Finance and under development for Corporate Resources and HR.<br><br>Work has begun on aligning these to available and potential apprenticeship standards. |

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| Employee Development - Competency and Behaviour and Development Programmes | | | | |
|---|---|---|---|---|
| **Priority** | **Owner** | **Timescale** | **Performance & Outcome Measures** | **End of Year Review** |
| **D** To deliver a programme of Leadership masterclasses as continuous professional development for leaders in the organisation. | Workforce Development Manager | March 2017<br><br>Ongoing | - To conduct a baseline assessment to inform future Leadership programme initiatives.<br><br>- To be further defined and then delivered in accordance with programme of leadership initiatives.<br><br>- Deliver programme against national standards of leadership & assess outcomes in terms of improvement against baseline for each standard.<br><br>- Number of Managers attending Leadership Development.<br><br>- Initial feedback shows high quality service and relevance > 90% 'good/outstanding' ratings. | **COMPLETE.**<br><br>Baseline assessment to form initial part of programme, to be developed with selected provider.<br><br>Ongoing work regarding CE leadership vision and model in line with 'Connected Leadership' approach includes defined management capabilities and behaviours. Training programme development ongoing according to these outcomes.<br><br>6 Leadership and Management sessions delivered through Corporate Training Programme in Q4 to meet priority skills identified through National Occupational Standards and Service requests. Attended by managers from across directorates, Corporate Services highly represented.<br><br>Evaluation shows 100% increased knowledge by attending and 90% 'good' or 'outstanding' ratings for quality. |

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| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance** | | | | | |
| **A** | To develop, promote and launch the Staff Survey 2016. | OD Manager | June 2016 | - Launch of Staff Survey.<br><br>- Response rates. | **COMPLETE**.<br><br>The Staff Survey ran successfully for four weeks from 15th June to 13th July with an overall response rate of 59%. |
| **B** | To report on findings of Staff Survey and develop corporate and local delivery plans to address recommendations of Staff Survey. | OD Manager | Sept - Dec 2016 | - Report findings to key groups.<br><br>- Develop and support implementation of corporate and local delivery plans. | **COMPLETE**.<br><br>Local action plans have been developed across all services. A Corporate Governance Group has been established to monitor and support progress and impact. |
| **C** | Ongoing activity to address key developments highlighted by Staff Survey. | OD Manager | Ongoing | - Increased staff satisfaction and engagement. | **COMPLETE.**<br><br>Ongoing communications to staff via Team Voice, programme of engagement events for example an audience with events and long service presentations, Creativity Event. |

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| | Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance | | | | |
|---|---|---|---|---|---|
| | **Priority** | **Owner** | **Timescale** | **Performance & Outcome Measures** | **End of Year Review** |
| **D** | Further work to be developed in respect of work-life balance following publication of Staff Survey 2016 results. | OD Manager/HR Delivery Manager | Sept 2016 - March 2017 | - To be developed following publication of staff survey findings. | **ONGOING.**<br><br>Further programme to be developed as part of the People Plan for 17/18. |
| **E** | To implement and monitor contract for outsourced OH services. | H&S Manager | Sep 2016 | - New service implemented to agreed timescales | **COMPLETE**.<br><br>The new service is fully operational and met expected time scale. |
| | | | Dec 2016 | - KPIs defined, agreed and reported. | KPIs have been defined and are monitored at monthly provider meetings. Outcomes are shared at quarterly Corporate JCNP meetings. |
| | | | March 2017 | - Service delivered within budget. | Service is currently being delivered in line with allocated budget envelope. |

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## Employee Rewards – Pay & Reward and Non Financial Reward

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| A | To develop proposals for a revised senior manager pay structure. Implement agreed changes. | OD Manager | To be determined. | - Proposals submitted for consideration to Executive Leadership Team and progressed accordingly.<br>- Set up Governance Group involving members to oversee progress. | **ONHOLD.** |
| B | To review the Council's redundancy terms in light of national legislation and regional position. | OD Manager | Awaiting finalisation of Government Exit Payment reforms. | Proposals submitted for consideration to Executive Leadership team and progressed accordingly.<br><br>Use of Settlement Agreements agreed. | **ONGOING.**<br><br>The review of the Council's redundancy terms and the associated use of settlement agreements has been on hold pending for clarity regarding the Government's trilogy of exit payment reforms which are due to be finalised during 2017. Proposals and implementation timeframes remain unclear and we continue to monitor closely. Some initial work to explore options regarding the redundancy terms has been undertaken. |

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## Employee Rewards – Pay & Reward and Non Financial Reward

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **C** | To conduct a comprehensive pay audit to inform future pay and reward strategy. | OD Manager | March 2017 | Pay audit available to inform future pay and reward strategy aligned to new legislative gender pay gap reporting requirements. | **COMPLETE.**<br><br>Equality Impact Assessment/ Equal Pay Audit was undertaken during Q4. Findings and appropriate actions are being used to determine future pay and reward strategy. |
| **D** | To review job evaluation arrangements and procedures. | OD Manager | During 17/18 | Job evaluation arrangements and procedures are clear and consistent to meet organisational requirements. | **DEFERRED.**<br><br>This work has been deferred until 2017/18 to align with the findings from pay audit. |

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## Employee Rewards – Pay & Reward and Non Financial Reward

| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **E** | To introduce an employee reward platform for all CEC and school/academy employees. | OD Manager/HR Education Manager | July 2016 CEC Sept 2016 Schools/Academies | - Successful implementation and communication of employee reward platform.<br>- Proposals submitted to Executive Leadership Team for consideration. | **COMPLETE.**<br><br>Take up following the launch of the Rewards Centre continues to be encouraging, with circa 1300 currently staff signed up. A growing number of schools have also bought the option to enable their staff to access the Rewards Centre and associated benefits. |
| **F** | To identify and implement further non-financial rewards for employees | OD Manager | March 2017 | - Proposals submitted to Executive Leadership Team for consideration. | **ONGOING.**<br><br>The development of further non financial rewards to be taken forward during 2017. |
| **G** | To promote all available employee rewards and recognition to existing and future CEC staff. | OD Manager | Dec 2016 | - Continue to promote and embed the Council's "Making a Difference" Employee Recognition scheme.<br><br>- Develop and promote employee rewards catalogue. | **COMPLETE.**<br><br>The Making a Difference employee recognition scheme has continued to be very popular and has re-opened for 2017 with a significant increase in "made my day" recognition and sustained levels of monthly Making a Difference nominations. |

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| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **Service Delivery - Business Partnering and Local Delivery Plans** | | | | | |
| **A** | To ensure HR Business Partnering is strategically aligned to the business needs of CEC and Schools/Academies business priorities to enable effective service delivery. | Head of Strategic HR/HR Delivery Manager/HR Education Manager | Dec 2016 | - Restructuring of HR, aligned to meet business needs.<br><br>- Implement Strategic HR Business Partnering.<br><br>- Develop service delivery for Academies. | **COMPLETE.**<br><br>HR Delivery team realigned to People, Place and Corporate.<br><br>Regular attendance at Directorate SMTs with regular Senior Management briefings.<br><br>Academy specific page on intranet launched along with specific content/policies and procedures. |
| **B** | To conduct a comprehensive audit of H&S arrangements and practices within CEC to ensure legal compliance, highlighting good practice and areas for improvement. | H&S Manager | Jun - Nov 2016 | - Develop and conduct audit.<br><br>- Address AFI in local delivery plans.<br><br>- Good practice shared across CEC. | **COMPLETE.**<br><br>H&S Corporate wide audit has been undertaken and evaluated. Actions for further improvement will be addressed through local delivery plans. |

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| | Priority | Owner | Timescale | Performance & Outcome Measures | End of Year Review |
|---|---|---|---|---|---|
| **Service Delivery - Business Partnering and Local Delivery Plans** | | | | | |
| **C** | Working with Executive Directors, Senior Managers and other customers to determine business requirements and develop Local Delivery Plans which ensure HR address specific business issues and address risks future opportunities for service development/rationalisation. | HR Delivery Manager<br><br>HR Delivery Manager | Jan 2017<br><br>Jan 2017 | - All local delivery plans developed and implemented to address Specific HR, Workforce and H&S matters.<br><br>- PI indicators agreed and reported to measure success. | **COMPLETE.**<br><br>Local Delivery Plans in place for People, Place and Corporate Services.<br><br>Local delivery plans and performance indicators have been developed with Senior Management Teams.<br><br>HR dashboard is reviewed monthly with Executive Directors and Heads of Service. |

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# CHESHIRE EAST COUNCIL

## Staffing Committee

**Date of Meeting:**     27th April 2017

**Report:**              Head of Strategic Human Resources

**Subject/Title:**        Attendance Management Project

**Portfolio Holder:**     Councillor Paul Findlow

### 1.0    Report Summary

1.1    Cheshire East Council is committed to promoting staff health and wellbeing.  Effective management of attendance is essential to ensure that staff are supported to meet future challenges and deliver high quality services to our residents, this remains at the heart of our Council's success.

1.2    A cross party working group was established in March 2016 to ensure that attendance management policy, procedures and practice are managed effectively to support staff and meet the business needs of Cheshire East Council.  This report provides the outcome of this work and seeks Staffing Committee's endorsement.

### 2.0    Recommendation

2.1    That Staffing Committee note the outcome of the Attendance Management Project and the closure of the working group.

### 3.0    Background

3.1    As part of Staffing Committee's remit and following discussions with the Head of Strategic HR, it was agreed to establish a working group, whose purpose would be to provide assurance that the wellbeing of Staff and Members of Cheshire East Council was aligned to best practice and our organisational values.

3.3    It was proposed that the working group be established to identify and address key issues in respect of attendance management and inform future HR policy which impacts upon attendance ensuring a cohesive and focussed approach that meets individual and business needs.  The membership would consist of a four Elected Members, the Head of Strategic HR and the HR Business Partner.

**4.0    The Attendance Working Group**

4.1    The inaugural meeting of the working group took place on 16th March 2016 to agree the terms of reference and to scope the work programme (attached at Appendix 1).   The working group also received a presentation on sickness absence to inform future action required and to support the development of a programme of work for the working group.

4.2    Five further meetings took place between 29th April 2016 and 6th February 2017 to seek Member feedback and receive progress updates on the programme which also included a presentation from the Internal Audit Team on the review of attendance management procedures.

4.3    Quarterly updates against progress have subsequently been provided to Staffing Committee.

**5.0    Methodology**

5.1    The five stages of the review were as follows: -

- A detailed analysis of attendance management to identify key issues;
- Development of a programme of work;
- Audit of all existing HR procedures which impact upon attendance management;
- Quick wins identified and implemented; and
- Views sought of Elected Members through the Working Group.

5.2    Scope of policies and procedures to inform working group: -

- Attendance Management Policy
- Sickness Scheme & Entitlements
- Stress Management
- Work Life Balance

**6.0    Outcomes**

All objectives within the Terms of Reference were addressed and outcomes are detailed below.

**6.1    To establish present position in respect of attendance management in order to identify and address key issues in respect of attendance management through a time scaled Programme of Work.**

An assessment of attendance management across the Council was conducted and presented to the working group which included details of sickness rates, short and long term absence; trends and reasons for absence, current reporting arrangements and Occupational Health support.

A detailed programme of work was developed to ensure that all key elements of attendance management were progressed including; governance arrangements, monitoring and compliance, target setting, attendance management roles and responsibilities, sickness absence reporting, review of policy and procedure and Occupational Health provision. All the elements have been progressed, with appropriate carry forwards into 2017/18 as mentioned in the report.

**6.2    To audit and review all existing HR policies which impact upon attendance to ensure they meet organisational need.**

The Corporate Audit Team was commissioned to undertake a comprehensive audit of the reporting, recording and management of sickness across the Council.  Findings from the audit were reported to the working group and an action plan has been agreed to progress recommendations.  Progress against the action plan will be reported to Staffing Committee during 2017/2018.

**6.3    To ensure all agreed HR policies are updated in line with legislative changes.**

HR policies and procedures have been reviewed to ensure they are updated in line with legislative requirements.  Further review is currently being undertaken following input from the working group to streamline to attendance management procedures, review sickness absence triggers and staff / line manager responsibilities.

**6.4    To promote the Council's responsibilities to ensure all staff and line managers are aware of their responsibilities in respect of attendance management.**

Further work to promote the individual and line manager responsibilities under the attendance management policy procedures will be communicated following policy revision.

**6.5    To identify best practice from other organisations.**

Benchmarking has been undertaken to inform future policy development.  The working group confirmed that Cheshire East Council adheres to ACAS and CIPD good practice and follows similar procedures to other Local Authorities.  Further work will take place during 2017/2018 which includes visits to private sector organisations to identify further good practice.

**6.6    To develop future governance and reporting requirements.**

The working group has agreed a suite of sickness absence reports and an HR dashboard which have been introduced across the Council to enable monthly scrutiny and review of attendance.  Sickness absence

is a standing agenda item at Directorate meetings and championed at the most senior level by the Executive Leadership Team.

It was agreed by the working group that a robust sickness absence target should be introduced and that the target is reviewed annually by the Chief Executive and included within annual performance review objectives.
Essential target setting is in progress for the current financial year, to finalise a meaningful and robust percentage to be tracked on a regular basis; this involves Leader, all Portfolio Holders, the Acting Chief Executive and the Corporate Leadership Board.

**7.0    Next Steps**

7.1    Additional attendance management initiatives will be tracked and reported through the People Plan 2017/2018. These will include identifying further good practice from private sector organisations, exploring the feasibility of introducing attendance criteria for selection processes, finalising and annual review of the sickness absence target and the introduction of a medical intervention policy to support long term sickness absence cases.

7.2    The attendance management policy and procedures will be updated by July 2017.  Further work to promote the individual and line manager responsibilities under the attendance management policy procedures will be communicated following policy revision.  Appropriate training and development will be made available for managers to reinforce attendance management.

7.3    Quarterly report on attendance management will be reported to Staffing Committee.

**8.    Conclusion**

8.1    That the work of the Staffing Committee Working Group provides reassurance that sickness absence is managed effectively and continually reviewed to ensure the Council maintains a proactive approach to attendance management.  Future performance and introduction of additional initiatives will be reported to Staffing Committee.

**9.0    Wards Affected**

9.1    Not applicable.

**10.0    Local Ward Members**

10.1    Not applicable.

**11.0 Policy Implications**

11.1 Policy changes highlighted through this review will be taken through the appropriate approval route for formal approval by the Portfolio Holder.

**12.0 Implications for Rural Communities**

12.1 Not applicable.

**13.0 Financial Implications**

13.1 There are no direct financial implications associated with this report. Further reductions in sickness absence would realise non-cashable savings and increase productivity across the workforce.

**14.0 Legal Implications**

14.1 There are no direct legal implications associated with this report.

**15.0 Risk Management**

15.1 Failure to adequately address attendance management would impact upon the reputation of Cheshire East Council and result in significant resource implications.

**16.0 Access to Information**

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

Name: Sara Barker
Job Title: Head of Strategic HR
Tel No: 01270 686328
Email: sara.barker@cheshireeast.gov.uk

**Terms of Reference – Attendance Working Group**

1. **Purpose of Joint Member/Officers Working Group**

   To ensure that attendance management policy, procedures and practice are managed effectively to support staff and meet the business needs of Cheshire East Council.

2. **Membership**

   - Councillor P Findlow
   - Councillor B Moran
   - Councillor J Jackson
   - Councillor D Marren
   - Sara Barker
   - Karen Begley

3. **Objectives**

   i.   To identify and address key issues in respect of attendance management through a time scaled Programme of Work.

   ii.  To establish present position in respect of attendance management.

   iii. To identify measures to improve sickness absence.

   iv.  To audit and review all existing HR policies which impact upon attendance to ensure they meet organisational need.

   v.   To ensure all agreed HR policies are updated in line with legislative changes.

   vi.  To promote the Council's responsibilities to ensure all staff and line managers are aware of their responsibilities in respect of attendance management.

   vii. To identify best practice from other organisations.

   viii. To develop future governance and reporting requirements.

   ix.  To make recommendations to Staffing Committee.

4. **Scope Policy/procedure documents to be considered**

   - Attendance Management Policy
   - Sickness Scheme & Entitlements
   - Stress Management

- Work Life Balance

## 5. Resources and financial implications

CEC Officers/Members
Other than staffing costs no other financial implications are highlighted at this stage.

## 6. Governance arrangements

Frequency of meetings yet to be determined.

## 7. Risks/Issues/Dependencies/Assumptions

Failure to address adequately will impact upon the reputation of Cheshire East Council and result in significant resource implications.

### Timescales

Yet to be determined.

### Methodology for review (Independent reviewer)

Agree Programme of Work to review Attendance Management.

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