

Staffing Committee

Agenda

Date: Thursday 24th October 2019
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

Membership

Chairman:	C Bulman (Labour)
Vice Chairman:	Q Abel (Independent Group)
Conservative Councillors:	J Clowes, M Simon and L Wardlaw
Labour Councillors:	D Flude and L Jeuda
Independent Group Councillor:	A Stott

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 meetings are audio recorded and the recordings are uploaded to the Council's website.

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 paragraph 2.32 of the Committee Procedural Rules and Appendix 7 of the Rules a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the body in question.

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

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

4. **Minutes of Previous Meetings** (Pages 3 - 8)

To approve the minutes of the meetings held on 25 April 2019 and 28 June 2019.

5. **HR and Health & Safety Update** (Pages 9 - 32)

To brief the Committee on key Human Resource/Organisational Development and Health and Safety developments.

6. **The Big Conversation Staff Survey** (Pages 33 - 38)

To receive a summary of the results of The Big Conversation Staff Survey.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 25th April, 2019 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)

Councillors G Baggott, M Deakin, D Flude, L Jeuda and JP Findlow (substitute for Cllr R Bailey)

Officers in attendance

Kath O'Dwyer, Acting Chief Executive
Sara Barker, Head of Strategic HR
Sarah Allcock, Senior Manager Work Force Development
Emma Morris, Interim Organisational Development Manager
Sara Duncalf, Acting HR Business Partner
Suzanne Antrobus, Team Manager, Legal
Rachel Graves, Democratic Services Officer

30 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Rachel Bailey, Gary Barton and Mike Parsons.

31 DECLARATIONS OF INTEREST

Councillors D Flude and L Jeuda declared they were retired members of UNISON.

32 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

33 MINUTES OF PREVIOUS MEETING**RESOLVED:**

That the minutes of the meeting held on 24 January 2019 be confirmed as a correct record.

34 HR AND HEALTH AND SAFETY - QUARTER 4 UPDATE REPORT

The Committee considered a report on the progress with the Council's People Plan 2018/20.

The report provided details on the progress on the areas of work identified for three objectives linked to the Brighter Future Together Whole Organisation Transformation Programme.

The report also provided details on HR Performance Data for Quarter 4, which included headcount and employee turnover, voluntary redundancy and working days lost to sickness absence, and also a health and safety summary of accidents and incidents.

It was reported that to reflect the context of the HR team plan within the wider Workforce Strategy, the People Plan would be renamed the Workforce Strategy Action Plan.

Work on the HR policy review was progressing with 10 policies having been agreed with CLT, the Trade Unions and approved by the Portfolio Holder. New policies for Disciplinary, Grievance and Dignity at Work had been launched and were supported by e-learning modules for staff, supervisors and managers.

The current number of days lost to sickness for 2018/19 was 10.31 days against the 10 day target, which was lower than every previous 12 month period between April 2011 and March 2018.

RESOLVED:

That the report be noted.

35 BRIGHTER FUTURE TOGETHER (CULTURE) PROGRAMME

The Committee considered a report which provided an update on the Brighter Future Together (Culture) Programme.

The overall delivery against the planned phases of the programme had been successfully completed, as detailed in Appendix 1 to the Report.

Ten of the twelve recommendations from the Local Government Association report had been completed. Details of progress on these recommendations was detailed in Appendix 2.

A second pulse survey had been carried out between 25 February and 8 March 2019 with the results to be reviewed and any actions arising included in the embedding plan. The progress of the Programme would be tested through the programme score card and with a full employee survey later in the year.

The successful completion of Staffing Committee's assurance role was duly noted.

RESOLVED:

That the very good continued progress on the Brighter Future Together (Culture) Programme be noted.

36 WELLBEING IN WORK STRATEGY 2018-19

The Committee considered a report on the Wellbeing in Work Strategy 2018-19.

A Wellbeing in Work week had been held in March, which had been well attended with over 600 staff taking part. Staff were invited to undertake a health check measuring blood pressure, hydration, visceral fat levels and information and advice was provided on a range of health and wellbeing topics. Further events would be scheduled for September so that staff are able to track their progress.

The Wellbeing in Work Staff Forums continued to meet, with the Forum in Sandbach being the most proactive. There had been limited participation in the Crewe and Macclesfield Forums and support would be provided in 2019/20 to help staff develop initiatives to improve the environment and wellbeing in these buildings.

RESOLVED:

That the report be noted.

37 HR WORKFORCE STRATEGY

The Committee considered a report on the HR Workforce Strategy.

The Workforce Strategy set out the context and purpose in relation to realising the vision for workplace culture whilst delivering the strategic outcomes along with highlighting the links to the vision for the Council, the Corporate Plan, transformation plan and other business strategies.

RESOLVED:

That the report be noted.

38 INTERIM APPOINTMENT OF DIRECTOR OF GOVERNANCE AND COMPLIANCE

The Committee considered a report which detailed the appointment of the Interim Director of Governance and Compliance and received a verbal report on the recruitment of the Director of Governance and Compliance.

The new Corporate Services structure came into effect on 1 April 2019 and included a new post of Director of Governance and Compliance, whose role included that of monitoring officer. As the appointment of

monitoring officer would normally be made by Council, which would not be meeting until 22 May 2019, the Acting Chief Executive under the urgency procedure had taken the decision on the appointment of the Interim Director of Governance and Compliance. There would have been an unacceptable risk to the Council to be without a monitoring officer for the period 1 April and 22 May 2019.

The Chairman gave an update on the appointment process for the Director of Governance and Compliance following the interviews undertaken by the Staffing Committee on 10 April 2019 and reported that the usual formalities for the preferred candidate were now being completed on a confidential basis. It was expected that the preferred candidate would be recommended to Council on 22 May 2019 as per the process for a Statutory Officer.

RESOLVED: That

- 1 that the urgent decision in relation to the appointment of the Interim Director of Governance and Compliance be noted and be reported to Council on 22 May 2019; and
- 2 the verbal update on the appointment of the Director of Governance and Compliance be noted.

The meeting commenced at 2.00 pm and concluded at 3.27 pm

Councillor B Moran (Chairman)

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Friday, 28th June, 2019 at S10, Westfields, Middlewich Road,
Sandbach CW11 1HZ

PRESENT

Councillor C Bulman (Chairman)
Councillor Q Abel (Vice-Chairman)

Councillors J Clowes, D Flude, L Jeuda, M Simon and A Stott

Councillors in attendance

Councillors D Murphy (Part 1 of meeting only)

1 APOLOGIES FOR ABSENCE

Apologies were received from Councillor L Wardlaw.

2 DECLARATIONS OF INTEREST

No declarations were made.

3 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

4 RECRUITMENT AND SECTION FOR THE HEAD OF PAID SERVICE

The Committee considered a report seeking approval of the arrangements to commence the process to recruit to the post of Head of Paid Service (Chief Executive).

In accordance with the Employment Procedure Rules, the Staffing Committee was required to approve the job description and specification, determine whether the post was recruited to internally or externally and agree the salary for the new appointment.

The proposed job description and specification for the Head of Paid Service (Chief Executive) was attached at Appendix 1 to the report. This had been amended from the previous version to include reference to the Council's environmental vision.

The Council had recently engaged Penna Executive Search to support senior recruitment to key roles across the Council and it was recommended that Penna be used to support an external recruitment process.

Consideration was given to the salary range for the position. The Council's Pay Policy Statement gave the salary range for the Head of Paid Service as £156,075 to £166,075. Following discussion the Committee proposed that the salary range should be reduced to £151,000 to £161,000 and that Council be recommended to amend the Pay Policy Statement to reflect this.

RESOLVED: That

- 1 the job description and specification for the post of Head of Paid Service, as set out in Appendix 1 to the Report, be approved;
- 2 the post be advertised externally with support from Penna Executive Search; and
- 3 Council be recommended to amend the Pay Policy Statement 2019-20 as follows:

3.5 Chief Officer remuneration

Chief Executive – Tier 1

- The salary package of the post is within the range of £151,000 to £161,000.

5 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

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

6 APPOINTMENT OF DIRECTOR OF FINANCE AND CUSTOMER SERVICES

The Committee interviewed the candidates for the position of Director of Finance and Customer Services.

RESOLVED:

That Council be recommended to approve the appointment of Alex Thompson to the position of Director of Finance and Customer Services (S151 Officer), at the inclusive salary of £86,603 subject to satisfactory references and Cabinet consultation.



Working for a brighter future together

Staffing Committee

Date of Meeting: 24th October 2019

Report Title: HR and Health & Safety

Senior Officer: Jane Burns, Executive Director of Corporate Services

1. Report Summary

- 1.1. The purpose of the report is to ensure Members are briefed on key Human Resource/Organisational Development and Health and Safety developments.

2. Recommendations

- 2.1. That Staffing Committee note the report.

3. Reasons for Recommendations

- 3.1. To ensure Members are kept up to date with HR/OD and H&S developments and that the Committee's Terms of Reference are followed.

4. Other Options Considered

- 4.1. Not applicable.

5. Background

- 5.1. The Committee's current remit is to review regular updates on performance information in order to assess the effectiveness of current Human Resources, Organisational Development and Health and Safety policies and practices.

Senior Management Recruitment

- 5.2. Working in conjunction with its recruitment partner, Penna, the Council ran a successful senior management recruitment campaign during the Spring

and Summer 2019. The posts of Director of Governance & Compliance (Monitoring Officer) and the Director of Finance & Customer Services (S151) are statutory posts; the appointments to these posts were made by the Staffing Committee.

5.3. The new appointments taking up post within Cheshire East are as follows:

Name	Post	Start Date
Ali Stathers-Tracey	Director of Prevention & Early Help	24/06/2019
Peter Skates	Director of Growth & Enterprise	01/07/2019
Josie Griffiths	Head of Audit & Risk	01/07/2019
Alex Thompson	Director of Financial & Customer Services	19/07/2019
Jo Brown	Director of Transformation	01/08/2019
Louise Hurst	Head of CIN/CP	23/08/2019
Jan Bakewell	Director of Governance & Compliance	02/09/2019
Heather Baron	Head of Early Help	02/09/2019
Jane Burns	Executive Director – Corporate Services	23/09/2019
Asif Ibrahim	Head of Legal Services	30/09/2019
Helen Gerrard	Head of Customer Service	01/10/2019
Richard Hibbert	Head of Strategic Transport	01/11/2019

5.4. In addition to the Corporate Induction Programme, the Council has put senior induction arrangements in place, which supports staff in their new roles as senior managers in the organisation.

5.5. The recruitment process for the post of Chief Executive has commenced. The post was advertised in the Municipal Journal on 12 September 2019 and the closing date for applications was 30 September 2019.

5.6. Appointment to the post of Chief Executive is the responsibility of the Staffing Committee.

5.7. There are a number of stages during which Staffing Committee, with support from Penna and the Head of HR, will consider and assess the applicants with the final interviews and an assessment centre taking place on Monday, 11 November 2019. Staffing Committee's recommendation for the appointment will be considered by full Council on Thursday, 12 December 2019.

HR Policy Review

5.8. Since the last update in April 2019, there has been significant progress and the following HR Policies and Procedures have been completed:-

May 2019

Wellbeing Policy

Leave and Time Off Policy

June 2019

Revised Disciplinary Policy and Procedure

Absence Management Policy and Procedure

Capability Policy and Procedure

Family Leave Policies and Procedures

July 2019

Recruitment Policy and Procedure

Organisational Change Policy

Equality in Employment Policy

Transitioning at Work Policy and Procedure (previously known as 'Gender Reassignment')

Domestic Abuse Policy and Procedure

- 5.9. Work has also been undertaken to develop Centranet pages to launch and support the above policies and procedures, including providing guidance and toolkits for managers. In addition, HR surgeries and drop-in sessions have been held across the Council to support managers with the new policies.
- 5.10. Work is nearing completion on the final policies and procedures in the policy review, including Leaving the Council, Flexible Working, Travel & Expenses, Induction and Redeployment Procedure. The aim is to have all of the revised policies and procedures agreed and launched by the end of this year, with ongoing reviews thereafter and training to support the application of the new policies and procedures.

NJC Pay

- 5.11. Following the national agreement work has been undertaken with the trade unions to implement the National Pay award and also the new NJC Pay Structure. Further work with the trade unions is planned to deal with some long standing anomalies and this work will begin shortly.

Exit Interviews

- 5.12. In order to improve the data available with regard the reasons employees leave the organisation, an electronic exit interview form has been created. The form will not replace the exit interview conversation but will

complement the current process and provide another opportunity for staff to share their views and experiences. A paper version of the form will be available for staff that are not able to access the electronic version.

- 5.13. The improved process will enable the HR Service to collate data and monitor trends, addressing any areas of concern within the organisation. The form and new process is currently being socialised for feedback with key stakeholders, including the trade unions.

Mutually Agreed Resignation Scheme

- 5.14. The Mutually Agreed Resignation Scheme (MARS) policy was approved by Cabinet in February 2018.

- 5.15. MARS is a scheme which will help the Council to meet its financial challenges including salary costs, workforce reductions, service redesign, and other efficiency needs. The scheme forms part of a suite of policies and procedures that allow staff to exit the organisation. However, it is not linked to statutory schemes such as redundancy or the Local Government Pension Regulations.

- 5.16. The second window for applications from interested staff opened on 16 September 2019 and closed on 30 September 2019. There have been communications to inform employees about the Scheme and to answer queries to enable them to make an informed choice about submitting an application. These communications include a dedicated MARS page on the Centranet, articles in Team Voice and drop-in sessions across the Borough as well as for Cheshire East employees based in Chester.

- 5.17. 84 applications have been received from employees across the organisation. After the application window closed, managers produced business cases to demonstrate the likely service impact which will form part of the decision making process. A Panel comprising an Executive Director, Service Director, Director of Financial and Customer Services and the Head of Human Resources will make the decision on the applications. Employees will be notified of the outcome of their applications in late October/early November 2019. If they wish to proceed, their actual leaving date will be agreed with them; it is anticipated that the earliest leaving date will be 30 November 2019.

Attendance Management Update

- 5.18. Attendance Management continues to be a high priority for the Council.

The new Wellbeing and Attendance Management Policies and Procedures are working in conjunction with each other to proactively promote health and well-being at work and providing appropriate support for employees when they are absent from work.

- 5.19. A governance framework has been implemented and forms part of the regular information provided to Directorate Management Teams, managers and HR representatives as well as to the Corporate Services Portfolio Holder and Staffing Committee. This framework provides the basis to enable appropriate monitoring of absence levels and proactive action in relation to the target of 10 days absence per FTE in 2019/20.
- 5.20. The current absence level as shown in paragraph 17.4 was 5.13 days' absence per FTE for Quarter One and Quarter Two. This is slightly higher than for the same period in 2018/19. The HR Delivery Team is working closely with managers to manage and support employees who have both short and long term absences, to identify and address trends on an individual and team basis, as required.
- 5.21. The main reasons for long term absences during Quarters One and Two are due to musco-skeletal conditions, chronic stomach/intestinal conditions, nervous system problems and anxiety/fatigue/exhaustion. The main five reasons for short term absence are colds, chest infections, stomach/intestine problems, vomiting and back pain. The recorded reasons reflect what is reported by the employee and/or on a fit note from their GP.
- 5.22. There is support for employees who are absent from work on short and long term sickness. This support includes regular update/contact with line managers as to their progress and support, return to work interviews, Occupational Health consultations, stress and general risk assessments as required. Employees can also access support and advice through the Council's Employee Assistance Programme.
- 5.23. These support measures are wide reaching and are used for physical and mental health sickness absences. In addition, in relation to stress related absences, Human Resources work with managers to identify potential trends in stress related absences with a view to addressing factors on a team/service level, for example, working practices, job design, well-being initiatives.
- 5.24. The Attendance Management Procedure sets out a structured approach for supporting employees whilst they are absent and during their return to

work. Managers consider the recommendations of Occupational Health reports and the identified measures/actions from risk assessments for implementation to provide a supportive working environment to enable a successful return to work as well avoid/minimise further absences. Managers can also receive advice, guidance and support at formal meetings from Human Resources.

5.25. There are a range of measures to support managers with attendance management which include training sessions for line managers. The new attendance management policy was introduced in June 2019. This was devised in conjunction with managers, trade unions and HR colleagues to give clarity in the policy, comprehensive management guidance and toolkits to remove potential barriers to managing attendance consistently.

5.26. This has been supported by refreshed attendance management workshops for all line managers. Attendance Management drop-in sessions have also been arranged for October 2019; the focus for these sessions is to support managers in holding hold timely and meaningful return to work interviews, making Occupational Health referrals and completing stress risk assessments. These are key activities in supporting absent colleagues to return to work successfully and to avoid potential recurrences of absence from work. An e-learning package is being developed to complement the new policy and procedure, in providing an introduction to attendance management.

Education HR Consultancy

5.27. The Council is offering the opportunity to buy-back Education HR Consultancy Services in an increasingly competitive market. 92 schools and academies bought back services in 2019/20. This is lower than in 2018/19 and is mainly due to schools becoming part of a multi-academy trusts with their own HR provision.

5.28. The HR Consultancy Service provides advice and support to head teachers and governing bodies on the full range of HR matters such as disciplinary, grievance, performance management, pay and conditions for teachers and head teachers. In addition, it offers a number of training interventions with the aim of increasing income such as:

5.29. Performance Management as part of the Governor Training Programme;

- Briefings for new and aspiring head teachers. These were introduced in 2018/19 and are very popular, receiving excellent feedback.

- Safer Recruitment accredited training as well as a shorter refresher session for those who have already attended the full training.

5.30. A questionnaire is due to be sent in the Autumn term to schools which have bought the service and those that did not. The data collected will help to shape the HR Consultancy Service moving forward.

Apprenticeship Statutory Reporting

5.31. The statutory return on the number of apprentices across Cheshire East Council, has been submitted to the Department for Education and work continues to build on that already carried out over the last two years, implementing a strategic approach to apprenticeships, linked to identified skills' gaps.

5.32. Cheshire East Council has met its internal target for the number of apprenticeship starts. Challenges do continue around the number of apprenticeship starts within maintained schools, which form part of the overall target. Work will continue to encourage the take up of apprenticeships aligned to workforce planning. This will include monitoring the introduction of new standards. More focused work on encouraging maintained schools to consider apprenticeships will be carried out and further work is underway with the Local Government Association (LGA), to understand best practice elsewhere. The work with the LGA will also develop a multi-year action plan that reinforces the work carried out to date on linking apprenticeship standards across the Council to the overarching Workforce Strategy.

5.33. The Council will continue to strengthen its partnership approach with training providers, including further and higher education institutions, to ensure the apprenticeship standards that address identified skills' gaps are in place and available for delivery.

5.34. Further work is underway to explore the options to transfer levy funds and understand the model to be used in Cheshire East Council.

Brighter Future (Culture) Programme

5.35. Following the LGA culture review, the Council accepted the twelve recommendations and these were addressed through the Brighter Future Culture Programme. All the recommendations have been addressed and work now continues to embed the vision for workplace culture, values,

behaviours and employee deal across the Council.

- 5.36. An embedding plan has been created and progress is tracked through the Brighter Future Cultural Workstream Board and Brighter Future Culture Steering Group. A copy of the embedding plan is attached at Appendix 1.
- 5.37. Work continues with our Brighter Future Community Champions. There are 100 Champions from across the organisation and the Council continues to meet with them on a monthly basis. The Brighter Future Champion Community suggested that they could support the facilitation of sharing the results of The Big Conversation survey and encourage the teams to participate in the conversations, along with identifying actions for improvement. The toolkit has been co-created with the Champions to support this.
- 5.38. The Brighter Future Champions are also supporting the Brighter Future Transformation programme. Their role is to support the wider programme by providing feedback and highlighting areas that may have a cultural impact.
- 5.39. The Member Forum met on 19th September for the first time since the election. Cllr. Jill Rhodes is the new Chair of the Forum. Eight of the existing Members have continued to be a part of the Forum along with five new Members.
- 5.40. The first meeting focused on refreshing the Terms of Reference of the Forum and discussing how the Member Forum can work more closely with the Brighter Future Community.

Health and Well-being

- 5.41. Work continues on delivering the well-being programme, upholding our joint commitments within the 'employee deal' to care for our well-being. Between the 9th and 19th September 2019 a 'well-being in work' event took place across the Council.
- 5.42. Events took place in the Westfields, Delamere House, Municipal Buildings Crewe, Macclesfield Town Hall, Cledford House and Goldsmith House in Chester. Staff were able to attend the events and have a health check which included blood pressure monitoring, hydration levels, BMI and overall metabolic age.
- 5.43. In addition to the health checks, there were information stations available

for staff to seek and learn more about ways of caring for their own well-being. There was an opportunity to speak to the library staff and learn more about the services that they offer. Everybody Leisure was present to support and encourage staff to care for their physical health.

- 5.44. Smaller events were also held across the Council that included poetry, yoga, knitting and time to talk sessions.
- 5.45. Staff that were unable to attend an event at a main building, had the opportunity to receive a 'well-being in work' box which included information and items to help promote and encourage conversations about well-being in the workplace.

Health and Safety

- 5.46. The following tables provide data on the number of accidents and incidents reported and recorded across the first two quarters of 2019/20, including any events which have been reported under the Reporting of Injuries, Diseases, or Dangerous Occurrence Regulations (RIDDOR).
- 5.47. These regulations require the employer to report certain categories of accident, injury, certain diseases, and certain types of dangerous occurrences (those which had the potential to cause injury) to the Health and Safety Executive (HSE). The HSE may choose to further investigate these reports use them to produce statistics and/or target their resources.
- 5.48. With regard to injuries basically any death, confirmed fracture (other than a finger), amputation, is reportable under RIDDOR. Also reportable are accidents where the injury results in the person being off work for more than 7 days.
- 5.49. An incident is an event where no physical injury occurs, although this may still be reportable under RIDDOR depending on the circumstances.
- 5.50. Data is provided on events reported from Council staff, School staff and Members of the Public (MOTP). Accidents to Members of the Public (individuals affected by the actions of the organisations as employer) are also are reportable when the injured member of the public attends hospital directly from the accident scene. This causes a complication with regards to schools where pupils are classed as members of the public.
- 5.51. If a pupil suffers an accident at school they will be treated for first aid and in some cases recommended to go to hospital for a check up. Potentially

then this accident may become “RIDDOR reportable”. However there is a caveat to this situation whereby the accident or incident would only be reportable if it arises as a result of a work activity (including lack of supervision), or a defect of some kind with the premises.

- 5.52. So, if a pupil is taken to hospital after breaking an arm during an ICT class, following a fall over a trailing cable, the accident would be reportable. If a pupil is taken to hospital because of a medical condition (e.g. an asthma attack or epileptic seizure) this would not be reportable, as it did not result from the work activity.
- 5.53. There have been no accidents involving the HSE during the year to date.
- 5.54. A more detailed explanation of this is given by the HSE guidance document found at <http://www.hse.gov.uk/pubns/edis1.pdf>.
- 5.55. Data relating to the Council's Alternative Service Delivery Vehicles is not reflected in these figures. Data relating to Academies is also excluded; Academies are responsible for their own accident and RIDDOR reporting.
- 5.56. Statistics are reported in relation to employee numbers. The Health and Safety Executive formula for calculating the Accident Frequency Percentage is followed:

No. accidents ÷ no. employees x 100,000

100 (to show %)

Table 1: Accidents reported during Q1 and Q2 2019/20

		Q1 2019-20		Q2 2019-20	
		Council	Schools	Council	Schools
<i>Average Head Count</i>		3,554	3,198	3,593	3,079
Employees	Accidents	68	27	67	13
	Number of RIDDOR Reportable Accidents	0	2	5	2
	Average Accident Rate Factor	19.13%	8.44%	18.65%	4.22%
MOTP	Accidents	140	87	200	71
	Number of RIDDOR Reportable Accidents	0	0	4	3
	Total Accidents	208	114	267	84

Table 2: Incidents reported during Q1 and Q2 2019/20

	Q1 2019-20		Q2 2019-20	
	Council	Schools	Council	Schools
Incidents	133	13	122	7

Table 3: Comparison to previous years

	2018/19		2019/20	
	Total Accidents and Incidents	RIDDOR Reportable Accidents	Total Accidents and Incidents	RIDDOR Reportable Accidents
Q1	577	4	487	2
Q2	268	2	480	14
Q3	849	4	-	-
Q4	838	1	-	-
	2,532	11		

Table 4: Corporate Health and Safety Training Programme

Course	Number of Courses	Attendees (School)	Attendees (Council)
Basic First Aid 3 Hours	14	0	152
First Aid Requalification 2 days	2	5	6
Emergency First Aid at Work	6	3	55

<i>1 day</i>			
Combined Paediatric First Aid and First Aid at Work	1	6	4
<i>3 days</i>			
IOSH Leading Safety	1	10	0
<i>8 hours</i>			
PRIME Accident Reporting	1	6	9
<i>3 hours</i>			
Totals	25	30	226

5.57. 6 courses have been delivered over 25 sessions during 2019/20 so far, with 256 participants attending in total.

HR Performance Data - Q1 & Q2 2019/20

5.58. Headcount_& FTE (Excluding schools, agency workers and casuals)

Date	Head count	Change from Previous Year (%)	Change from previous year excluding ASDV TUPE Transfers (%)	FTE	Change from Previous Year (%)	Change from previous year excluding ASDV TUPE Transfers (%)
Apr 2012	5,449	-7.01	NA	4080.2	-6.96	NA
Apr 2013	5,103	-6.35	NA	3880.7	-4.89	NA
Apr 2014	4,403	-13.72	-6.87	3232.7	-16.70	-8.28
Apr 2015	3,812	-13.42	-1.01	2883.5	-10.80	-0.19
Apr 2016	3,763	-1.29	-0.74	2891.7	0.28	1.02
Apr 2017	3,623	-3.72	NA	2835.3	-1.95	NA
Apr 2018	3,587	-0.99	NA	2824.5	-0.38	NA
Apr 2019	3,556	-0.86	NA	2767.5	-2.02	NA
Sep 2019	3,593	NA	NA	2801.0	NA	NA

5.59. Between April 2012 and September 2019, both the overall employee headcount and the number of FTE employees decreased by 34.1% within the Council. Between April 2014 and September 2019, the headcount reduced by 18.4% while the number of FTE employees decreased by 13.4%. As described previously, the larger reductions in staff figures between both 2013-14 and 2014-15 can be attributed to staff TUPE transferring to ASDVs. During the current financial year the Council headcount has increased by 1%; the number of FTE employees has also increased by 1.2% between April and September 2019.

Leavers & Turnover (Excluding schools, agency workers and casuals)

Financial Year	Overall Headcount of Leavers	Overall Employee Turnover (%)	Headcount of Leavers without TUPE Transfers	Turnover without TUPE Transfers (%)
2016-17	458	12.3	458	12.3
2017-18	402	11.1	391	10.8
2018-19	389	10.9	376	10.5
Q1–Q2 18-19	221	6.2	208	5.9
Q1–Q2 19-20	187	5.2	182	5.1

5.60. The table above shows the total headcount of leavers between April and September 2019, including any who TUPE transferred to ASDVs. The total employee turnover is therefore 5.2%; this is 1% lower than turnover during the same period in 2018-19. If TUPE transfers are analysed separately, there were 182 leavers during the first two quarters of 2019-20, and turnover for all other leaving reasons was 5.1%. There were 126 resignations during the period, and turnover as a result of resignation was 3.5%. This is lower than in 2018/2019, when the MARS scheme contributed to elevated leaver figures during quarter one.

Financial Year	Resignation Headcount	Employee Turnover by Resignation (%)
2016-17	311	8.4
2017-18	287	8.0
2018-19	276	7.7
Q1–Q2 2018-19	158	4.4
Q1–Q2 2019-20	126	3.5

5.61. A broad distribution of leaving reasons is shown below, with the exception of TUPE transfers. The 'Unsatisfactory' category includes those who left due to unsatisfactory probation or performance, gross misconduct, or disciplinary action. 'Other' reflects mutual termination, death, or employees whose leaving reason is not given.

Leaving Reason	Headcount	Proportion of all Leavers (%)
Resignation	126	69
Retirement	25	14
Redundancy	4	2
End of Contract	6	3
Unsatisfactory	7	4
Other	14	8

Redundancy

5.62. Three people have left the Council under voluntary redundancy terms in Quarters 1 and 2. The total severance cost was £65,411 inclusive of redundancy and actuarial costs. Over the next five years, this reduction is estimated to save the Council over £556,794.

Year	Number of voluntary redundancies	Number of compulsory redundancies
2015 - 2016	98	1
2016 - 2017	22	1
2017 – 2018	22	1
2018 – 2019	19	1
2019 – 2020	3	0

BVPI 12: Days Lost to Sickness Absence per FTE Employee

Financial Year	Absence at the end of Q2	Full Year Absence
2016-17	5.31	11.14
2017-18	4.98	11.18
2018-19	4.89	10.27
Q1–Q2 2019-20	5.13	NA

5.63. The table above shows the cumulative absence rate for Cheshire East Council between the beginning of the financial year and the end of

September 2019. The current figure of 5.13 days lost per FTE employee is higher than the figure for the same period during 2017-18 and 2018 -19. This is not unexpected given that absence was also higher at the end of the first quarter of the current financial year compared with 2018 -19. This may be a result of an increase in overall headcount and, more recently, new staff TUPE transferring into the Council during quarter two.

HR Casework

5.64. The HR Team continues to work with managers to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes to concerns raised. The table below sets out those cases that were considered through HR formal procedures. There have been three member appeals during the period April to September 2019.

Summary of current formal case work by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at Dec 2018	1	3	3	1	2
As at March 2019	1	2	2	2	1
As at June 2019	0	10	4	3	1
As at September 2019	0	9	2	1	2

ET – Employment Tribunal

Summary of closed formal case work during period by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Sept – Dec 2018	0	9	7	5	1
Jan – Mar 2019	0	4	3	0	0
April - June 2019	1	2	1	2	0
July - Sept 2019	0	3	2	2	1

Closed cases April – September 2019

Type of	Information/Length of Case
Capability	None
Disciplinary	Concluded: 1 x 3 weeks; 1 x 2 months; 1 x 3 months; 1 x 5 months; 1 x 7 months
Grievance	Concluded: 1 x 3 months; 1 x 4 months; 1 x 8 months
Dignity at Work	Concluded: 1 x 1 weeks; 1 x 3 months, 1 x 3.5 months and 1 x 10 months

5.65. With reference to the table above, casework matters are dealt with in as timely a manner as possible. There can be unavoidable slippage of time due to factors such as the general availability of the parties involved; for example, complainant, officers, trade union representatives as well as investigating officers. Longer term delays can be due to sickness absence.

Summary of new formal case work during period by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Sept – Dec 2018	0	5	2	4	1
Jan – Mar 2019	0	3	2	1	0
April - June 2019	0	10	3	3	0
July - Sept 2019	0	2	0	0	2

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1 Activity relating to the summaries in this report contributes to ensuring the Council's statutory HR and Health and Safety obligations are met.

6.2. Finance Implications

6.2.1 No direct financial implications arising from this report.

6.3. Policy Implications

6.3.1 Implications are dealt with in the body of the report.

6.4. Equality Implications

6.4.1 There are no direct equality implications.

6.5. Human Resources Implications

6.5.1 Implications are dealt with in the body of the report.

6.6. Risk Management Implications

6.6.1 No significant risks identified as a result of this update report. Risks relating to specific matters are dealt with separately.

6.7. Rural Communities Implications

6.7.1 There are no direct implications for rural communities.

6.8. Implications for Children & Young People/Cared for Children

6.8.1 There are no direct implications for children and young people.

6.9. Public Health Implications

6.9.1 There are no direct implications for public health.

6.10. Climate Change Implications

6.10.1 There are no direct implications for climate change.

7. Ward Members Affected

7.1. No specific wards affected.

8. Consultation & Engagement

8.1. Implications are dealt with in the body of the report.

9. Access to Information

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

10. Contact Information

10.1. Any questions relating to this report should be directed to the following officer:

Name: Sara Barker

Job Title: Head of HR

Email: sara.barker@cheshireeast.gov.uk

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Culture - Embedding Plan

Key work/activity completed since last update

Work stream	Actions for embedding	Due date	Comments	Status
Communications	Develop an internal communications and employee engagement strategy that sets out the principles under which all internal engagement will be undertaken and a comprehensive programme of work for 2019/20. The strategy and plan will bring together activities that are specifically focussed on promotion of and engagement around the values, behaviours, employee deal and toolkits. It will also set out how all engagement around the enabling projects, transformation programme and other internal activities (including staff survey) will be linked to, will support and will embed our workplace vision.	Internal communications and employee engagement strategy agreed and in place by 1 November 2019.	Draft strategy to be shared with stakeholders during October 2019.	In progress
The Employee Deal	Raise awareness and understanding through the My Conversations	April 2019	Complete	
	Share My Conversation Toolkits	April 2019	Complete	
	Run My Conversation Drop in Sessions throughout May and June in the main buildings	June 2019	Complete	
	Share success stories in Team Voice on a regular basis		Complete and business as usual	
	Link into business as usual activity via Team Planning, WLT and WLC events	May 2019	Complete WLT / WLC and CEC Manager Conference	

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Work stream	Actions for embedding	Due date	Comments	Status
			Events planned and content outlined for 2019	
	Link into business as usual communication in support of describing the climate that the Council wants to create.		Complete / business as usual	
	Develop and communicate a case study within each directorate as to how they are upholding the Employee Deal Run a feature in Team Voice to communicate the best practice	October 2019 following results of Staff Survey October 2019	On schedule – OD Team working through a pilot	
HR Policies and procedures	Communicate to the workforce Provide Training for Managers where appropriate	April 2019 and ongoing as policies agreed with Trade Unions	Communication taken place, training ongoing	
	Ensure HR Delivery colleagues understand and apply the policies	June 2019 via joint workshops	Complete	
Pay and rewards	To ensure tone and culture is considered in business as usual activity	Ongoing	Complete / business as usual	
Coaching programme	Develop the coaching skills of managers for specific conversations			
	Coaching Questions to be included on O Ring key cards for managers / everyone	August 2019	Complete	
	O Ring cards to be distributed to all employees	August 2019	Complete	
	O Ring cards to be included in Corporate Induction packs	October 2019	Complete	
	Develop a Cheshire East Coaching Workshop and run Coaching workshop pilot	August 2019	Draft to complement the Management Development Programme	
	Implement Coaching Workshop	From October 2019		

Work stream	Actions for embedding	Due date	Comments	Status
	Share Coaching Conversations Pod Casts / Videos	October / November 2019		
	Develop, implement and launch a Coaching Toolkit Refresh Centranet Page for Coaching Resources	October 2019 May 2019	In progress and on schedule Complete	
Recognition	Review the Making a Difference monthly scheme to reflect the 2018 Making a Difference for a Brighter Future Awards Ensure that the values, behaviours and employee deal form part of the revised scheme	Completed and re-launched March 2019	Complete	
	Review the number of Made my Day sent each month	March 2019 and ongoing	216 Made my Days sent in July (most in one month ever)	
Staff surveys	Develop a programme of employee surveys	April 2019	Complete	
	Communicate the results of the Brighter Future Pulse Survey and take relevant actions	May 2019	Complete	
	Implement Full Staff Survey linked to our vision for workplace culture	July 2019	Complete	
	Create a toolkit and conversation template for sharing the results and noting actions	August 2019	Complete	
	Communicate to managers the process for sharing the results and taking feedback	October 2019		
	Collate action plans, review and progress in collaboration with Brighter Future Champions	From October 2019		
	Run Pulse Surveys	January 2020		
Wellbeing	Continue to promote the Stop Bullying Behaviour (SBB) helpline	Ongoing		

Work stream	Actions for embedding	Due date	Comments	Status
	Review and consider merging the SBB with the Employee Assistance Programme	November 2019		
	Encourage well-being discussions through My Conversations	May / June 2019	Complete	
	Highlight My Conversations in the summer well-being newsletter	July 2019	Complete	
	Highlight the links to the values, behaviours and employee deal within the regular Well-being Newsletter	July 2019 and ongoing	Complete	
	Run a Well-being event fortnight	September 2019	Complete	
	Implement aligned Exit Interview process with introduction of Business World (BW)	Date TBD (subject to BW implementation)		
	Develop an improved Exit interview process as interim solution prior to the implementation of BW	October 2019	On schedule Electronic questionnaire drafted – collating feedback and comments	
Appraisal and 360	Release of toolkit across the organisation	April 2019	Complete	
	Communicate procedure for 2019/20	March 2019	Complete	
	Include in HR Surgery sessions	April 2019	Complete. Surgeries also held in May and June	
	Prepare implementation for Learning Management System (LMS) recording system and 360 approach for 2020/21 launch	Dec 2019		
Induction	Collect feedback from a What's the Conversation session as part of the Corporate induction event	March 2019	Complete and business as usual	
	Upload modules and handbook to e-learning	August 2019	Can only be implemented	

Work stream	Actions for embedding	Due date	Comments	Status
	platform		with new LMS system which is dependent on BW.	
	Include “meet your BFC Champion” to the Check-list	September 2019	Complete	
	Develop and implement an electronic induction document for managers as an interim solution	September 2019	Complete – available on Cetranet and communicated in Team Voice	
	Develop and implement an electronic induction document for everyone as an interim solution	October 2019	In progress and on schedule	
	Prepare implementation plan for 2020/21 launch of new LMS to add interactive features	Jan 2020		
Skills audit and professional development	Ongoing delivery of leadership and management development programme	In place & ongoing	Business as usual (BAU)	
	Provision of Having the Conversation overview for new managers to the Council.	In place & ongoing	BAU	
	Ongoing provision of a HR Surgery calendar to provide managers with support in managing their staff	In place & ongoing	BAU	
Recruitment	Recruitment Policy sign off by Portfolio Holder	May 2019	Complete	
	Roll out of recruitment toolkit to managers including revised JD template.	May 2019	Complete	
	Delivery of training on behavioural based recruitment and selection	June 2019	Commissioned and commence in September 2019	
	Reflect the behavioural based recruitment and selection in the delivery of on-going recruitment and selection training by HR Delivery	October 2019		

Work stream	Actions for embedding	Due date	Comments	Status
	Further update of Council's recruitment web pages to position as an employer of choice.	October 2019		
	Introduction of a web based behavioural selection quiz within the recruitment process.	October 2019		
Member development and standards	To continue with the Member Forum with the new Council as agreed at the meeting 6 th March with the objective of continuing to work closely with the Brighter Future Community to gain greater understanding of respective roles and aid closer working relationships. Schedule a date for the first meeting following the Council elections Create an action plan to embed the Member behaviours and foster closer working relationships with BFC and officers	November 2019 November 2019	Cllr. Jill Rhodes to Chair the Member Forum. Meeting took place in September. Complete	
	Review and revise Terms of Reference of the Member Forum to reflect the formal role of embedding member behaviour	November 2019		
	Design and deliver a training module for new members incorporating the vision for workplace culture, values and member behaviours.	April & May 2019	Complete	



Working for a brighter future together

Staffing Committee

Date of Meeting: 24 October 2019

Report Title: The Big Conversation Staff Survey

Senior Officer: Sara Barker, Head of Human Resources

1. Report Summary

- 1.1. This report provides a summary of the results of The Big Conversation Staff Survey and provides details of the communication cascade throughout the organisation. The report explains the process for capturing actions resulting from the feedback, along with the mechanisms for measuring progress against the actions.

2. Recommendations

- 2.1. The Staffing Committee note the report and monitor progress of the future action plans.

3. Reasons for Recommendations

- 3.1. To ensure that Staffing Committee are informed.

4. Other Options Considered

- 4.1. Not applicable.

5. Background

- 5.1. The Council commissioned a third party company, Djs Employee Research, to conduct an employee survey. The survey responses were anonymous and results were collated by Djs Employee Research and not Cheshire East Council. The survey was conducted between July 1st and 26th 2019. All employees were given the opportunity to participate in the survey via an electronic link via email or QR code. Employees that were unable to access the survey electronically could complete a paper copy and return it directly to Djs Employee Research.

- 5.2. The purpose of the survey is to understand how it feels to work in Cheshire East Council. The questions link to the four areas of the Council's vision for work place culture; shared purpose, well led, valued people and succeeding together. This type of feedback is helpful to continue to improve the organisation as a place to work and ensure the Council are truly bringing to life the vision for workplace culture, values, behaviours and employee deal.
- 5.3. In total 2040 employees completed the survey, this equates to a 55% response rate.
- 5.4. Details of the questions asked within the survey are available on the Council's centranet pages.

6. Briefing Information

- 6.1 Djs Employee Research provided an infographic that summarises the results of The Big Conversation Survey Appendix 1.
- 6.2 The employee engagement index score is 68%. In comparison to the public sector, benchmark 57% of questions received a better response, 33% of question responses were in line with the comparator and 10% of question responses were less than the comparator.
- 6.3 The infographic highlights strengths, the questions that employees are more positive about and areas of concern, the questions where the employees are less positive.
- 6.4 Djs Employee Research provided analysis of the responses to each of the questions asked. The findings have been presented to the Corporate Leadership Team and subsequently shared with the Leader of the Council, the Deputy Leader of the Council, the Portfolio Holder for Public Health and Corporate Services, Group Leaders Cabinet and the Trade Unions.
- 6.5 The overall survey findings will be broken down by directorate, split again by director and for each service. The report has also been broken down to team level providing more than 10 responses were received.
- 6.6 The survey findings and the infographic summary of the results have been shared with all Members and staff across the organisation.
- 6.7 The overarching principle in sharing the results throughout the organisation is to create a conversation, to gain a better understanding of the results and to capture actions to address any concerns.
- 6.8 The report owners will share their respective reports and lead these conversations within their teams. The Brighter Future Community

Champions will support managers in facilitating these sessions at a service and team level.

- 6.9 A toolkit has been co-created with the Brighter Community Champions to help facilitate the conversations and identify clear actions. The toolkit includes information explaining employee engagement and the importance of measuring it along with a conversation framework and an action plan template.
- 6.10 Action plans will be collated in a sharepoint site for ease of access and updating.
- 6.11 Progress against actions will be measured through the Brighter Future Culture Programme.

7. Implications of the Recommendations

7.1. Legal Implications

- 7.1.1. There are no identified legal implications for the Council associated with this report.

7.2. Finance Implications

- 7.2.1. Costs associated with Djs Employee Research conducting the survey have been met from the existing organisational development budget.

7.3. Policy Implications

- 7.3.1. There are no policy implications associated with this report.

7.4. Equality Implications

- 7.4.1. There are no equality implications associated with this report.

7.5. Human Resources Implications

- 7.5.1. The Human Resources service and the organisational development team in particular will be required to support the directors, managers and Brighter Future Community Champions in facilitating the conversations. The team will have responsibility for collating the actions and providing updates on progress through the Brighter Future Community.

7.6. Risk Management Implications

- 7.6.1. There are no identified risk management implications associated with this report.

7.7. Rural Communities Implications

7.7.1. There are no direct implications for rural communities.

7.8. Implications for Children & Young People/Cared for Children

7.8.1. There are no direct implications for children and young people.

7.9. Public Health Implications

7.9.1. There are no direct implications for public health.

7.10. Climate Change Implications

7.10.1. The report packs have not been printed but will be available to report owners electronically along with the toolkit and action plans. This will save paper, associated printing costs, and will contribute to the Council's environmental aspirations.

8. Ward Members Affected

8.1. There are no direct implications to ward members associated with this report.

9. Access to Information

9.1. The questions asked within the survey are available to all staff and Members on the Council centranet pages.

10. Contact Information

10.1. Any questions relating to this report should be directed to the following officer:

Name: Sara Barker

Job Title: Head of Human Resources

Email: Sara.Barker@cheshireeast.gov.uk

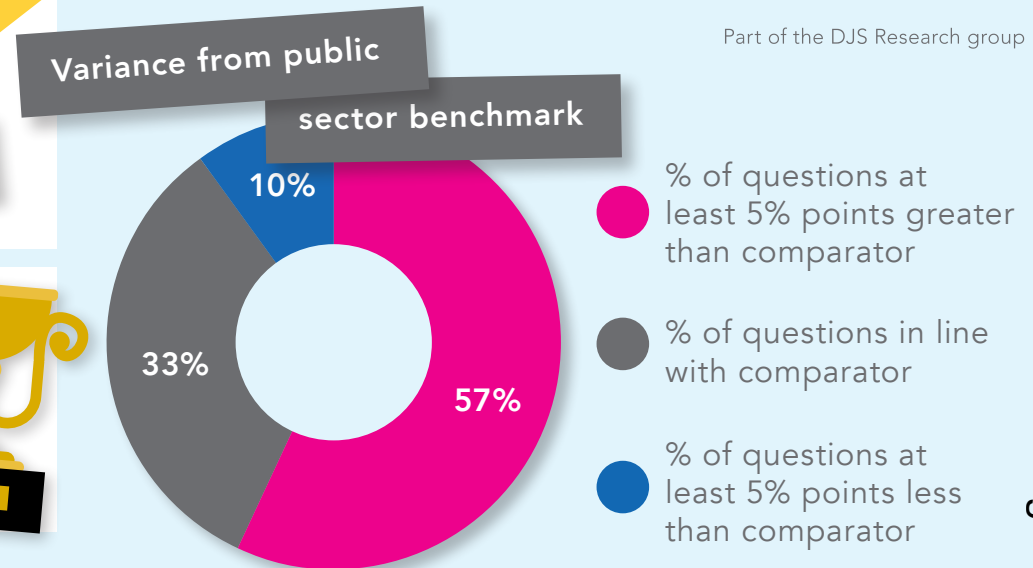
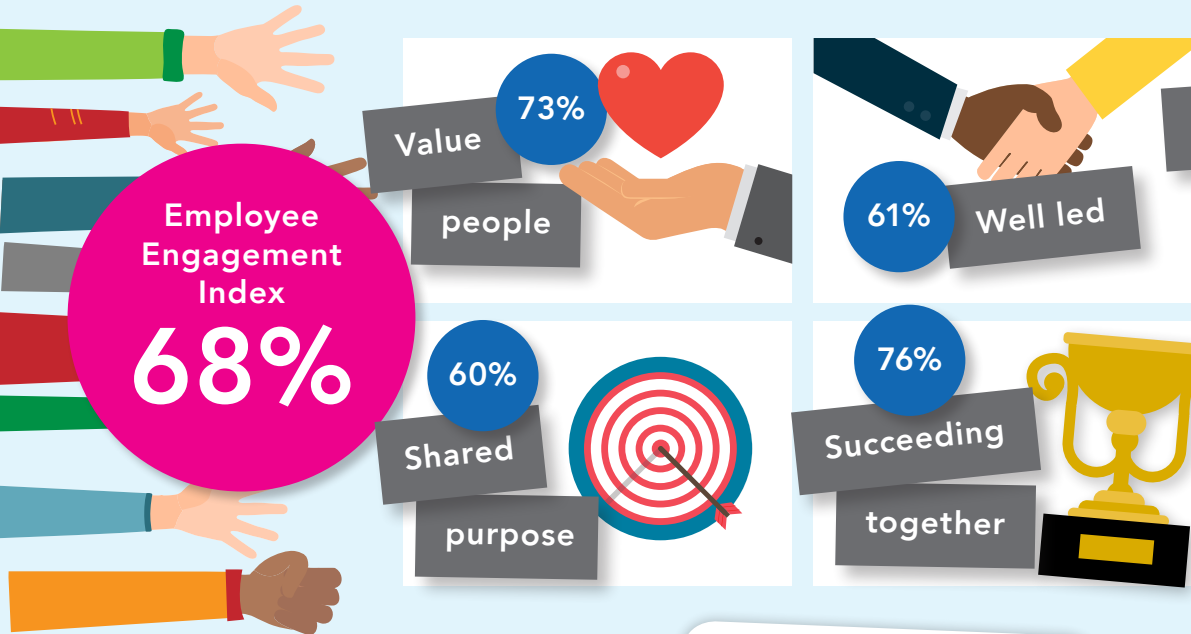
Council overall

The **BIG**
Conversation

Cheshire East
Council

djs
employee
research

Part of the DJS Research group



Highest positive scoring questions

I am held accountable for my performance

89%

87%

I take a personal responsibility to seek out opportunities to learn and develop myself at work

My line manager listens to my views and opinions

83%

83%

I am clear about what is expected of me in my role

My line manager recognises when I have done my job well

81%

Strengths: what are employees most positive about?

Lowest positive scoring questions

When changes are made across the council as a whole, they are usually for the better

29%

30%

We manage change effectively at the council

I am treated fairly by the council with regard to promotion /progression

48%

At the council, decisions are made at the right level

33%

I believe action will be taken on the results of this survey

43%

Areas of concern: what are employees least positive about?

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