

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 24th July 2014
Report of: Julie S Davies, Head of People and OD
Subject/Title: HR and Organisational Development

1.0 Report Summary

- 1.1 To update the Committee on progress with Human Resource and Organisational Development (OD) items. Also, in line with the Staffing Committee's new terms of reference, this report includes two HR Policies currently under review together with some quarterly information relating to Headcount data, sickness absence figures, turnover and HR Casework.

2.0 Recommendation

- 2.1 To note the report and confirm whether it meets Members requirements under the new terms of reference, which can be found in the minutes of the previous Committee.
- 2.2 To provide feedback on the HR Policies enclosed.

3.0 Reasons for Recommendations

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

4.0 Wards Affected

- 4.1 No specific wards affected.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

- 6.1 The Committee is requested to review and provide feedback on proposed HR policy updates which can be found under section 12. These policies are currently in consultation with the joint trade unions and are subject to final approval by Cabinet.

7.0 Financial Implications

7.1 No direct implications arising from this report.

8.0 Legal Implications

8.1 No direct implications arising from this report.

9.0 Risk Management

9.1 No significant risks identified as a result of this update report. Risks relating to specific issues will be dealt with separately.

10.0 ORGANISATIONAL DEVELOPMENT

10.1 Staff survey – answers into action

Over recent weeks the key findings from the staff survey run earlier in the year have been shared with managers and staff. We had a good response rate to the survey, and the feedback received has given us valuable insights into how staff feel about working for the Council. The results have revealed areas of strength which we must build upon, and also areas of challenge which require focus and committed action to improve.

Recognising the scale and pace of change we are navigating through, coupled with massive internal and external turbulence will cause doubt and uncertainty. Managers are currently talking to their teams about the results and providing the opportunity to explore further and discuss ideas about what actions can be taken at a local level or corporately to turn answers into action. Further information on this will be shared in the coming months.

10.2 Putting Residents First - Our values

As previously outlined, the Leader and Chief Executive commissioned a review of our core values earlier in the year, to ensure that our organisational values reflect what matters most in our changing world and to provide a firm foundation for success. Following a comprehensive review, which has involved almost half of our workforce, our revised values have recently been launched.

Our revised values start with “Putting Residents First”. This is our promise to the residents and communities of Cheshire East, which we will deliver by consistently living our five core values which we believe, underpin success:



Living Our Values so that they truly shape the way we work together and deliver for Cheshire East is at the heart of our success. It is through our conviction and real-world application that we can make these generic principles our own, so that they truly become Our Values, unique to Cheshire East Council, truly shaping the way we work and improving our performance. You will hear more about our values over the coming months as we start to build them into everything that we do. For example we are currently reviewing our 'Behaviours for Success' – an important aspect of all our PDRs - so that they fit in with our revised values.

As part of the launch campaign we are asking colleagues across the Council to make a values in action pledge – one small thing that will help an individual or team to really live the values. Our goal is have at least a **1000 individual or team pledges** and so it would be great if Staffing Committee members could make a [pledge](#) so that when people hit the website they will see examples which will hopefully inspire others to do the same.

10.3 **Making a difference – employee recognition**

In conjunction with the review of our core values we have also taken the opportunity to review the Council's employee recognition scheme. Drawing on feedback from colleagues across the Council, the Cheshire East "Making a Difference" was launched on 1st July. Building from the aspire4excellence scheme, this revised approach includes:

- **'Made my Day' Instant Recognition** – If a colleague at the Council has 'Made your Day', let them know! **'Made my Day'** is an instant way to acknowledge and thank someone for making a difference to your day.
- **'Making a Difference' Employee / Team of the month** –Nominate a colleague or a team whose actions have resulted in a significant positive impact for customers and/or communities. All nominations will be considered by a panel and the Employee / Team of the month will be awarded.
- **'Making a Difference' Employee / Manager / Team of the year** – Recognising colleagues who have made a sustained and substantial

positive contribution to customers and communities. All nominations will be considered by a panel and the Employee / Team of the Year will be awarded at a celebration event at the end of the year.

The staff survey results indicated that colleagues do not always feel valued for the contributions they make – this scheme aims to start to re-address some of those concerns.



11.0 Workforce Development & Apprenticeships

The A-Team Apprentice of the Year Awards ceremony took place on Thursday 10th July at Sandbach Town Hall. Around 80 staff attended the event to watch Cllr Barry Moran present the A-Team of the Year Award to Dean Burrows, Social Media Apprentice working within the Connecting Cheshire Partnership. The two runner-up awards were presented to Aaron Green, Business Admin apprentice working in Procurement and to Chloe Griffiths, Social Media Apprentice working in Workforce Development.

There were two further awards – A-Team Placement of the Year – giving apprentices the opportunity to acknowledge their team for supporting them and this was awarded to Monks Coppenhall Children's Centre. The other additional award celebrated 'Significant Achievement' open to any apprentice even if they had not been nominated. This award was presented to Megan Walley, Business Admin apprentice working with Children and Families.

The event was very well received with many emails of appreciation received following the event.

12.0 HR Policy Review - overview

The HR Strategy and Policy Team produce and oversee the implementation of all HR policies and procedures. Reviews and amendments to existing policies and procedures happens periodically due to changes in legislation or recognised practice within the HR profession or Local Government. Occasionally the need arises to introduce brand new policies and procedures but this is less frequent. In addition, policies and procedures may require updating to ensure they underpin the objectives of the organisation.

In general terms, the approach to policies in relation to HR issues is that policy documents be kept relatively short and succinct, outlining a general approach to the area / topic. The procedure document outlines how the

policy should be implemented in more practical terms and goes into more detail. It may also be relevant to produce guidance notes for managers and/or staff to further elaborate on any aspect of the policy or procedure.

In the new Staffing Committee Terms of Reference, the Committee will have the opportunity to review the Council's HR policies and procedures are required and to make recommendations to the Portfolio Holder. In order to fulfil this requirement, it is recommended that Staffing Committee be included as part of the initial consultation in relation to the content of policies and procedures, i.e. initial drafts are shared with Staffing Committee, CLB and the Trade Unions at around the same time. Amendments would be collated to the same deadline. Any amendments proposed will be considered by HR, but final agreement will always remain with Cabinet.

It is further recommended that very minor change to policy/ procedure (for example a required change to wording to clarify a point, which may occur as a consequence of putting the policy/ procedure into practice or a change in legal definition) does not require consultation with, or approval from Staffing Committee, CLB, Trade Unions or Cabinet. This will only be applicable where changes are minor and do not materially change the content of the document. Amended copies of documents subject to minor change may be forwarded for information purposes only.

12.1 Right to apply to work flexibly – Policy Review

The proposed updated policy is attached at Appendix 1. This policy has been updated to reflect the change in legislation regarding the relaxing of the rules for employees to request time off. It has been shared with the joint Trade Unions and no concerns or issues have been raised.

From the 30th June 2014 the Children and Families Act allows all employees with 26 weeks continuous service to have the right to request working regardless of the reason. The legislation allows for the employee to request flexible working, and for the employer to consider the request in a reasonable manner. There is no right for the employee to work flexibly and the employer needs to assess if they can support the request.

There are significant benefits of Flexible working as it helps employees achieve a better work life balance, which the employer can benefit from enhanced engagement, loyalty and reduced staff turnover. Flexible working also enhances the organisations employer brand in the employment market and can act as a powerful recruit and retention tool.

Prior to 30th June the right to request flexible working was much narrower as flexible working request were only available to employees that had caring responsibilities for either a child or adult in need of care.

The changes to the Cheshire East right to apply to work flexibly policy and procedure reflect that all employees now have to right to request flexible working regardless of their reasons, as long if they have at least 26 weeks

service and have not made a previous application in the last 12 months. Managers are then under a duty to consider the request in a reasonable manner.

13.0 CLB Staffing Committee Appraisal Board

The Staffing committee met in full on the 23rd June to review the 2014/15 objectives of the chief Executive, Chief Operating Officer and Strategic Director of Commissioning. These are to be agreed and finalised shortly.

Smaller sub groups of the Committee (3 members) have also met to review the 2014/15 objectives of the other members of the Corporate Leadership Board and these are to be finalised by the end of July.

Mid- year reviews with each member of CLB are to be set up for October 2014 followed by end of year assessments during March / April 2015.

14.0 HR Performance Data

Headcount and Establishment (including ASDV summary)

Headcount and FTE figures:

FTE by directorate:

Directorate	Apr-13	May-13	Jun-13	Apr-14	May-14	Jun-14
Former Places & Organisational Capacity	1475.84	1477.35	1468.68	1002.9	818.92	807.77
Adults Services (inc Public Health)	1024.63	1026.47	1019.87	984.1	981.17	995.28
Children & Families	814.34	800.48	795.64	751.0	752.72	751.94
Finance & Business Services	237.99	238.39	235.82	225.7	226.38	225.84
Shared Services	139.73	136.20	135.20	105.4	13.89	14.69
Legal & Democratic Services	86.74	86.35	85.21	79.5	79.46	80.46
Apprentices and Graduates	56.41	55.41	49.97	47.1	44.15	41.40
HR&OD	45.06	43.06	41.67	36.94	35.13	35.13
Cheshire East Council Total	3880.7	3863.72	3832.08	3,232.7	2,951.8	2,952.5

Headcount trend (whole Council - excluding schools):

Date	Headcount	% change from previous year	FTE	% change from previous year
30 Apr 2009	6,522	n/a	4891.5	n/a
30 Apr 2010	6,155	-5.63	4582.8	-6.31
30 Apr 2011	5,860	-4.79	4385.4	-4.31
30 Apr 2012	5,449	-7.01	4080.2	-6.96
30 Apr 2013	5,103	-6.35	3880.7	-4.89
30 Apr 2014	4,403	-13.72	3232.7	-16.70
Date	Headcount	% change from previous month	FTE	% change from previous month
28 Feb 2014	4,853	n/a	3652.1	n/a
31 Mar 2014	4,828	-0.52	3631.4	-0.57
30 Apr 2014	4,403	-8.80	3232.7	-10.98
31 May 2014	3,960	-10.06	2,951.8	-8.69
30 Jun 2014	3,960	0.00	2,952.5	0.02

Between April 2009 and April 2014 the Cheshire East Headcount has reduced by 32.49%, the largest reduction in headcount occurred between April 2013 and 2014 when the Cheshire East headcount reduced by 13.72% (equivalent to a 16.7% reduction in FTE). This is largely attributable to the TUPE transfer of staff to ASDV's as detailed below.

On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (23.8 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193.3 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100.7 FTE) TUPE transferred to CoSocius.

Turnover

Leavers – April 14 to June 2014

Leaving Reason	Head of Leavers	FTE Leavers
TUPE Transfer	445	287.84
Resignation	64	45.65
Retirement (Normal Retirement – 60/65, Early Retirement, Ill Health Retirement with Benefits)	18	13.08
Voluntary Redundancy	10	10.00
Contract Terminated	6	0.20
Mutual Termination	4	2.64
End of fixed term/training contract	4	1.18
Unsatisfactory Probation	1	1.00
Grand Total	552	361.59

Excluding TUPE transfer staff, the Cheshire East staff turnover between April and June 2014 was 2.7% (107 leavers divided by 3960 employees (headcount)); in terms of FTE the turnover between April and June 2014 was 2.5%. These turnover percentages are for Q1 (Apr-May-Jun 2014) only and do not represent an annualised/12 month turnover figure.

Working days lost due to sickness absence

Figures for absence are (*calculated*) days lost per FTE employee.

Cumulative Absence – Year to Date Figure:

Directorate	Apr-13	May-13	Jun-13	Apr-14	May-14	Jun-14
Former Places & Organisational Capacity	0.89	1.75	2.41	0.82	1.75	2.42
Adults (<i>inc. Public Health</i>)	1.24	2.27	3.32	1.42	2.57	3.69
Children & Families	0.63	1.48	2.36	1.09	2.04	2.97
Finance & Business Services	0.89	1.5	2.02	0.33	1.06	1.55
HR & OD	0.54	1.03	1.49	0.98	2.18	2.56
Legal & Democratic Services	1.27	1.69	2.27	0.92	1.2	1.8
Cheshire East Council Total (<i>excluding schools</i>)	0.93	1.8	2.59	1.02	1.62	2.91

Absence within Month:

Directorate	Apr-13	May-13	Jun-13	Apr-14	May-14	Jun-14
Former Places & Organisational Capacity	0.89	0.93	0.73	0.82	0.84	0.81
Adults (<i>inc. Public Health</i>)	1.24	1.1	1.08	1.42	1.27	1.21
Children & Families	0.63	0.85	0.87	1.09	0.96	0.97
Finance & Business Services	0.89	0.73	0.58	0.33	0.64	0.61
HR & OD	0.54	0.48	0.43	0.98	1.18	0.57
Legal & Democratic Services	1.27	0.89	0.54	0.92	0.57	0.53
Cheshire East Council Total (<i>excluding schools</i>)	0.69	0.76	0.69	1.02	1	0.96

Comparative figures for the 2013/2014 year from other Authorities are expected to be released on 15 July and will be reviewed against those for CEC. The Council continues to proactively manage down sickness absence rates and positively improve the health and wellbeing of staff.

HR Casework

HR Delivery Case-work Summary 1 April - 30 June 2014 (excluding schools)

	Capability	Disciplinary	Grievance	Dignity at Work
Ongoing cases in progress continued from previous quarter	2	8		1
New cases opened this quarter and in progress	1	10	1	0
Cases closed this quarter	2	7		3

Notes;

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

15.0 Establishment

The Council has a number of arrangements in place to monitor staff headcount, vacancies and recruitment.

At the end of the financial year 2013/14, a thorough and wide reaching exercise was undertaken by Finance in conjunction with Heads of Services, to detail all posts in their structures and match to the budget. This provided a baseline position at the start of the year and a breakdown of all staffing spend by service.

In addition, structure charts have been produced to show senior managers appointed following the senior management review under the Council's new Commissioning structure. It is the Council's intention to roll out the same structure charts to all levels of the organisation.

The Council is also seeking to introduce a new tool that will help managers manage their structures through interactive organisation charts that draw down on information available in Oracle. This is a very powerful tool that has proven to be very effective in other authorities in terms of ensuring organisation wide consistency of organisation charts, stronger management controls through the management dashboard and provide a suite of meaningful management reports which will enable managers to not only manage staffing expenditure but also workforce planning and service reviews. Staffing Committee will be kept up to date with the progress of this.

Finally, in terms of recruitment and vacancy management, the council continues to operate strong controls through a Recruitment Watch panel. Recruiting managers must seek approval from the Recruitment Watch panel prior to recruiting and no advert can be placed or job offer made without a recruitment watch number. These tight controls will remain in place.

16 Access to Information

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

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