

# CHESHIRE EAST COUNCIL

## Staffing Committee

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**Date of Meeting:** 16<sup>th</sup> July 2015  
**Report of:** Phil Badley, Interim Head of HR & OD  
**Subject/Title:** HR and Organisational Development

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### **1.0 Report Summary**

- 1.1 To update the Committee on progress with Human Resource (HR) and Organisational Development (OD) items to include Health and Safety. The report includes:

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

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

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

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

### **2.0 Recommendation**

- 2.1 To note the report.

### **3.0 Reasons for Recommendations**

- 3.1 To ensure Members are kept up to date with HR and OD activity across the Council.

### **4.0 Wards Affected**

- 4.1 No specific wards affected.

### **5.0 Local Ward Members**

- 5.1 Not applicable.

### **6.0 Policy Implications**

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

## **7.0 Financial Implications**

- 7.1 No direct implications arising from this report.

## **8.0 Legal Implications**

- 8.1 No direct implications arising from this report.

## **9.0 Risk Management**

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

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

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

### **10.1 Health and Safety**

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

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

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

#### **Inspection Programme**

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

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

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

## Accident & Incident Data

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

## KEY ACHIEVEMENTS

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

## 10.2 Workforce Development

### Training Needs Analysis & Commissioning Cycle

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

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

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

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

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

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

#### Learning, Improvement & Qualifications Overview:

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

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

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

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

### **Key achievements**

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

## 10.3 HR Strategy and Organisational Development

### Living Wage

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

### Working rewards

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

### Transparency code

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

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

## **Employee engagement**

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

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

## **Culture and values**

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

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

## **Key achievements**

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



## **10.4 HR Delivery**

### **Employment Relations**

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

### **Recruitment and Retention**

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

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

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

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

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

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

### Service Redesign and Restructures

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

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

The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council Plan. The effective use of voluntary redundancy in this way enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority and minimises the prospect of compulsory redundancy. A total of thirty staff have left under voluntary redundancy in the 2014/15 financial year, 14 of whom held posts within the management grades (Grade 10 or above). The total severance cost, for all 30 employees was £1,322,000, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £6,749,000 (which is the combined accumulated costs of the deleted posts).

## **Employee Performance and attendance**

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

## **Key Achievements**

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

## **10.5 Education HR Consultancy**

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

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

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

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

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

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

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

### **Conclusion**

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

## 11.0 Workforce Data Summary 2014/2015

### 11.1 Cheshire East headcount summary


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

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

Date	Headcount	% change from previous year	FTE	% change from previous year
30 Apr 2009	6,522	n/a	4891.5	n/a
30 Apr 2010	6,155	-5.63	4582.8	-6.31
30 Apr 2011	5,860	-4.79	4385.4	-4.31
30 Apr 2012	5,449	-7.01	4080.2	-6.96
30 Apr 2013	5,103	-6.35	3880.7	-4.89
30 Apr 2014	4,403	-13.72	3232.7	-16.70
30 Apr 2015	3,812	-13.42	2883.5	-10.80

**NB** On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (23.8 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193.3 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100.7 FTE) TUPE transferred to CoSocius. On 1<sup>st</sup> January 2015, 71 employees (31.29 FTE) TUPE transferred to TSSL; a number of Cleaners also TUPE transferred to schools/Academies/private companies on 1<sup>st</sup> January 2015. On 31<sup>st</sup> March 2015, 44 employees TUPE transferred to CivicanCE.

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

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

\*: Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure. ⚠: Includes PATROL. Figures represent April 2015 due to leavers on 31<sup>st</sup> March 2015 still appearing in headcounts for March 2015.

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

## 11.2 Absence

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

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

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

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

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

## 11.3 Leavers

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

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

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

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

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

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

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

Disciplinary	31
Dignity at Work	6
Grievance	8
Capability	4

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

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

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

- We have an agile, multi-skilled, engaged and high performing workforce able to respond to the challenges and opportunities ahead.
- Where appropriate we attract and retain the best people from all sectors of the community to work for the Council.
- Share and deploy available resources across the Council in the best way to ensure priorities are achieved.

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

### **12.1 Culture and values**

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

### **12.2 Leadership and management**

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

### **12.3 Organisation design**

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



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

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

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

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

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

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

## **12.6 Capability and capacity**

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

## **12.7 Corporate Health & Safety**

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

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

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

## 13.0 Corporate Health and Safety Q1 Update

### HEALTH AND SAFETY UPDATE – QUARTER 1

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

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

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

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

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

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

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

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

Inspections undertaken included:

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

## NEW CORPORATE HEALTH & SAFETY AUDIT PROGRAMME

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

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

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

Statistics are now shown in relation to employee numbers and follow the HSE formula for calculating the Accident Frequency Percentage. Commentary is presented relating to a selection of specific accidents and incidents of note. Comparisons should be possible between quarterly figures on an annual basis (year on year) from Quarter 3 in 2015.

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

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

#### Total number of RIDDOR Accident / Incidents

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

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<sup>1</sup> An incident is an event where no physical injury occurs, although this may still be RIDDOR reportable depending upon the circumstances – e.g. a fire, loss of electric power or a scaffold collapse.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **COMMENTARY:**

##### **Corporate Core – RIDDOR Reports**

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

##### **Corporate Core - General**

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

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

### **Schools – RIDDOR Reports**

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

### **Schools General**

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



## 14. Workforce data quarter one

### 14.1 Headcount/FTE by Directorate:

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

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

\*: Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure. <sup>△</sup>: Includes PATROL. **Note:** within table 1A the Chief Executive has not been included in any of the Directorate/Service information, but is counted in the overall Cheshire East Council headcount and FTE figures.

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

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

\*: Employees with multiple assignments across services will appear in the headcount figures for each service, but will be counted only once in the total (CE) headcount figure.

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

#### **14.2 Headcount/FTE trend (whole council – excluding schools and casuals):**

Date	Headcount	% change from previous year	FTE	% change from previous year
30 Apr 2009	6,522	n/a	4891.5	n/a
30 Apr 2010	6,155	-5.63	4582.8	-6.31
30 Apr 2011	5,860	-4.79	4385.4	-4.31
30 Apr 2012	5,449	-7.01	4080.2	-6.96
30 Apr 2013	5,103	-6.35	3880.7	-4.89
30 Apr 2014	4,403	-13.72	3232.7	-16.70
Date	Headcount	% change from previous month	FTE	% change from previous month
31 Dec 2014	4,010	-0.02	2958.4	0.27
31 Jan 2015	3,893	-2.92	2910.8	-1.61
28 Feb 2015	3,885	-0.21	2909.0	-0.06
31 Mar 2015	3,875	-0.26	2896.6	-0.43
30 Apr 2015	3,812	-1.63	2883.5	-0.45
31 May 2015	3,794	-0.47	2867.8	-0.54
30 Jun 2015	3,810	0.42	2875.6	0.27

**NB** On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (23.8 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193.3 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100.7 FTE) TUPE transferred to CoSocius. On 1st January 2015, 71 employees (31.29 FTE) TUPE transferred to TSSL; a number of Cleaners also TUPE transferred to schools/Academies/private companies on 1st January 2015. On 31st March 2015, 44 employees TUPE transferred to CivicaCE.

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

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

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

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

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

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

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

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

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

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

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

Whole Council excluding Schools

## **15. Access to Information**

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

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