

# Appendix 7 Workforce Development

1. This section sets out the Council's activities and progress in relation to HR, Organisational Development, Health and Safety and Workforce Development plans and changes for the fourth quarter 2016/17.

## Culture and Values

2. Work continues to build from the feedback the June 2016 staff survey. Action plans have been developed by all senior management teams, working with colleagues across the services. A Corporate Governance Group is established to review progress of the action plans at regular intervals and update communications to staff have been undertaken through a special edition of Team Voice.
3. The Making a Difference employee recognition scheme has been launched for 2017. Participation rates in February and March have been strong:
  - Made my Day nominations - 187
  - Making a Difference monthly nominations - 20
4. Innovation Event – this event offered nine creative thinking sessions in one day thus enabling nine problem owners to develop a novel and useful idea. The sessions were facilitated by training creative facilitators and supported by volunteers from across the organisation to add a dimension of naivety increasing the potential for creativity. The event was very well received with another being planned later in the year.

## Building Capability and Capacity

5. The Corporate Training Programme and Continuous Professional Development Portfolios ensure that the Council creates a workforce which is safe, knowledgeable and competent in performing their duties to the highest possible standard, providing the best quality services to the residents and businesses.
6. Over 8,425 CEC employees attended a range of regulatory and mandatory learning and development opportunities during 2016/17 across both the Corporate Training Programme and the training programmes for COO, Place and People. A further 13 employees successfully secured funding approval via the Learning and Development Panel for role specific development in quarter four, seeing £5,200 investment.
7. Developing management capability at all levels has continued with 16 managers and supervisors across the Council currently being supported to complete ILM qualifications through an external commissioning arrangement. Leadership and Management training continues with a suite of courses for managers at different levels available on the Corporate Training Programme and a bespoke course having taken place for Team Managers in Children's Social Care. Further work on management development and pathways for aspiring managers is in progress alongside development of a clear manager induction programme.
8. The Workforce Development Team continues to work closely with numerous regulatory and professional bodies and links into several local universities and colleges to ensure academia and research

based theories are inherent in everything we do, establishing teaching partnerships with Keele and Staffordshire Universities and local Further Education colleges too. Relationships are further developing with Social Work staff undertaking roles supporting student learning at universities. As a recognised centre of excellence, quality assurance measures ensure that all employees and apprentices receive up to date training and surpass expectations of external verification and examination boards, and feel fully supported throughout all stages of their career.

### **Resourcing and Talent**

9. The Council has provided more than 5 work experience sessions for young adults and school children during quarter four. Programmes continue to enable undergraduate and postgraduate students the opportunity to undertake placements within service areas of the Council, with 17 social work student placements organised in partnership with universities and internal initiatives. Four of these students have already secured permanent social work roles at Cheshire East on completion of their courses. Further placement opportunities are also offered within the Compliance and Disabilities teams.
10. The Workforce Development Team has concentrated its efforts this quarter on preparation work for the Government's apprenticeship reforms, which came into effect from April 2017. Due to the funding changes to apprenticeships, which are included in these wider reforms, very few apprenticeship opportunities have been actively promoted to ensure the Council maximises the opportunity presented by the levy. The Government's Register of Approved Training Providers (RoATP) was published in mid March and this has allowed work to get underway on the procurement exercise required for the levy funding. The contracts required by the Government in order for us to spend levy funds have all been

drafted as well. Dialogue with those schools affected has started and Workforce Development has put in place a series of plans to help schools and the wider Council and its ASDVs spend levy funds and achieve the public sector target.

11. The Council continues to offer opportunities for Graduate and Staff Development. Progression pathways are in place across several services to offer development from entry to management roles, offering a clear career route and tailored opportunities for existing staff, recent graduates and apprentices.
12. This recognises the importance of early and ongoing career development by providing opportunities to build networks, gain skills and obtain wider insights into a large organisation with a view to development careers within the Council. This also recognises the value of developing and retaining talented staff within the Council service areas. This recognises the importance of early career development by providing opportunities to build networks, gain skills and obtain wider insights into a large organisation with a view to development careers within the Council.

### **Reward and Recognition**

13. To enhance the range of employee benefits an online "Rewards Centre" was launched in September with more than 1,290 staff (35%) now signed up. The Rewards Centre provides staff with over 6,000 different discounts and offers for well known high street retailers, days out, holidays, etc, including discounts at over 120,000. Currently the most popular retailers for staff are Sainsbury's, Tesco, Argos, Boots, M&S, Morrison's, Costa Coffee, Ikea and discounted cinema tickets. Available through telephone, mobile, or website ordering, the Rewards Centre will help staff make their money go further and will support the attraction and retention of employees.

### **Education HR Consultancy**

14. The Education HR consultancy have continued to offer and provide two levels of service, Gold and Silver, with the Silver Service having no on-site support to schools and academies. Buy back from September 2016 remains positive.

### **Health and Safety**

15. Usage of the externally provided Occupational Health service (PAM) remains constant. During quarter four, 493 CEC employees had an Occupational Health appointment. The contract continues

to be monitored monthly to ensure value for money and that KPIs are being achieved.

16. Portfolio Holder approval has been gained for the renewed biannual Corporate Health and Safety Policy and Fire Policy, which are due for reissue in May 2017.

### **Staffing Changes**

17. As shown in the table below, Cheshire East's headcount and FTE of employees remained largely unchanged overall between December 2016 and March 2017.

## Cheshire East Council employee headcount and FTE figures

Directorate / Service	Employee FTE Dec-16	Employee FTE Mar-17	Employee Headcount Dec-16	Employee Headcount Mar-17
Corporate	844.9	838.0	1,005	996
Customer Services	278.9	278.1	353	351
Finance and Performance	77.1	76.7	80	79
Human Resources	39.1	38.1	45	44
ICT	182.3	177.6	189	184
Legal and Democratic Services	113.1	113.3	144	145
Communications and Media	12.7	11.9	13	12
Professional Services	119.8	118.4	159	156
Apprentices	20.0	22.0	20	23
People	1,731.4	1727.9	2,323	2,310
Adult Social Care and Health	833.7	827.2	1,046	1,036
Children's Services	787.0	791.4	1,159	1,158
Community and Partnerships	109.7	108.3	117	115
Place	297.1	297.2	373	370
Growth and Regeneration	78.6	77.8	85	84
Infrastructure and Transport	41.0	43.1	43	45
Lifelong Learning	9.2	9.7	10	11
Planning and Sustainable Development	74.0	72.8	76	75
Rural and Green Infrastructure	92.3	92.7	157	154
<b>Cheshire East Council Total</b>	<b>2,874.3</b>	<b>2,864.1</b>	<b>3,690*</b>	<b>3,666*</b>

**\*Note:** 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; similarly Executive / Directors and "Business Managers" will not appear in the "Service" totals but will appear in the overall "Directorate" figures. Employees with multiple assignments across services will appear in the headcount figures for each service, but will only be counted once in the total CEC headcount figure; where an employee has multiple assignments in the same service they will appear in the overall headcount figure only once.

## Agency workers

18. Agency workers provide a valuable component of the Council's workforce providing short term cover, project work, flexible specialist skills to maintain service delivery in areas such as social services, ICT and other professional services. The table below provides a summary of active agency worker assignments in December 2016 and March 2017 and agency workers as a percentage of all workforce assignments.

### Number and percentage of agency workers.

	No assignments active in Dec 16	No assignments active in Mar 17	% of all workforce assignments Dec 16	% of all workforce assignments Dec 16
People	139	135	5.5%	5.4%
Place	7	7	1.7%	1.7%
Corporate Services	112	120	9.9%	10.6%
<b>Cheshire East Council</b>	<b>258</b>	<b>262</b>	<b>6.4%</b>	<b>6.5%</b>

## Absence

19. At the end of the 2016/17 financial year overall absence levels were identical to 2015/16 and, therefore, slightly lower than 2013/14 and 2014/15.

## Cumulative average days lost to sickness (per FTE employee) at the end of quarter four, by financial year, since 2013/14

	2013/14	2014/15	2015/16	2016/17
Cheshire East (excluding Schools)	11.33	11.97	11.14	11.14

## Voluntary Redundancies

20. 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.
21. Five people have left the Council under voluntary redundancy terms in quarter four, four of whom held posts within the management grades (Grade 10 or above). The total severance cost for all employees was £382,042.97 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £425,220.94 (which is the combined accumulated costs of the deleted posts).