

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 14 January 2016
Report of: Chief Operating Officer
Subject/Title: Health and Safety, HR and Organisational Development

1.0 Report Summary

- 1.1 To update the Committee on progress with Health and Safety, Human Resource (HR) and Organisational Development (OD) items. A report on Health and Safety is provided followed by an update under each heading of the Council's Workforce Strategy.

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 developments and that the Committee's Terms of Reference are followed terms of reference are followed.

4.0 Wards Affected

- 4.1 No specific wards affected.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

- 6.1 No significant policy issues identified as a result of this update report.

7.0 Financial Implications

- 7.1 No direct financial implications arising from this report.

8.0 Legal Implications

- 8.1 No direct legal implications arising from this report.

9.0 Risk Management

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

10.0 Health and Safety

Health and Safety Update – Quarter 3

Data within this report refers only to employees working in schools and in 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 Cheshire East Residents First's annual board report.

10.1 Delivery of Training during Quarter 3: – 01.10.15 – 31.12.15

16 courses have been delivered across **150** employees from the Corporate Core and from Schools:

NO.	COURSE	ATTENDEES
1	IOSH Managing Safely (4 days)	3 (2 Corporate 1 School)
1	IOSH Managing Safely Refresher (1 day)	2 Corporate
2	AED Training (½ day)	12 Corporate
1	First Aid at Work (3 days)	11 (9 Corporate 2 Schools)
2	First Aid HSE Refresher (½ day)	12 (9 Corporate 3 Schools)
1	Paediatric First Aid (2 days)	11 (2 Corporate 9 Schools)
1	Caretaker's Course (1 day)	12 (2 Corporate 10 Schools)
1	CIEH Level 2 - Principles of Risk Assessment	8 (7 Corporate 1 School)
3	Emergency First Aid at Work - accredited (1 day)	35 (28 Corporate 7 Schools)
1	Emergency First Aid at Work – non-accredited (1 day)	26 Schools
2	First Aid at Work Re-qualification (2 days)	18 (13 Corporate 5 Schools)
16	TOTALS	150 (86 Corporate 64 Schools)

10.2 Visits and Inspections Undertaken during Quarter 3:

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

- Primary Reviews – 28
- Secondary Reviews – 3
- Special School - 2
- LEV Tests Design & Technology – 2
- LEV Tests Science – 1

Inspections undertaken included:

- The Stanley Centre
- Redesmere
- 113 Broad Street
- Mount View
- Lifestyle Centre
- Nantwich Lights Switch On
- Crewe Lights Switch On
- Tatton Park
- Ethel Elks Family Centre
- Knutsford Library
- Handforth Library
- Salinae at Middlewich
- Warwick Mews
- Congleton Library
- Congleton Lights Switch On
- Hurdsfield Family Centre
- Congleton Children's Centre

There were no significant / major outcomes noted during any of these visits.

10.3 Final Health and Safety Buy-Back from Schools for the Current Academic Year

The buy-back period closed on 30.09.15. The final position is that 94% of schools (144) have purchased a service for the 2015 – 2016 academic year.

10.4 Corporate Accident & Incident Statistics – Quarter 3:

Statistics are shown in relation to employee numbers and follow the HSE formula for calculating the Accident Frequency Percentage:

$$\frac{\text{No. accidents} \div \text{no. employees} \times 100,000}{100 \text{ (to show \%)}}$$

Relevant commentary is presented relating to a selection of specific accidents and incidents of note.

The format of accident / incident¹ 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

¹ 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.

Total number of RIDDOR Accident / Incidents

Reporting Period	No. of Accidents & Incidents on PRIME	No. of RIDDOR ² 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
Q2: 2015 – 2016 (excluding ASDVs)	675	4
Q3: 2015 – 2016 (excluding ASDVs)	983	9

Q3 2015 – 2016: Accidents & Incidents (excluding ASDVs)			
Corporate Core	RIDDOR	Schools	RIDDOR
463	1	520	9

Monthly statistics for October, November and December 2015 are shown below.

ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.10.15 – 31.10.15

		Corporate Core employees: 3772	Schools employees: 4247
Accidents	Employees	34	20
Accident Rate Factor (Employees)		9%	4.7%
	MOTP ³	90	163
Incidents	Employees	17	0
	MOTP	25	5
A&I Total		166	188

		Corporate Core	Schools
RIDDOR	Employees	0	0
	MOTP	0	6
RIDDOR Total		0	6

² RIDDOR – the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations

³ MOTP – Members of the Public

Academy details for Quarter 3 2015:

There are 51 Academies within the Cheshire East borough. Of these:

- 36 Academies purchase the Health & Safety service and access to PRIME
- 3 Academies purchase PRIME only
- 2 Academies purchase the Health & Safety service only
- 5 Academies do not purchase either the Health & Safety Service or access to PRIME

ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.11.15 – 30.11.15

		Corporate Core employees: 3762	Schools employees: 4273
Accidents	Employees	28	31
Accident Rate Factor (Employees)		7.5%	7.3%
	MOTP	78	169
Incidents	Employees	22	2
	MOTP	40	0
A&I Total		168	202

		Corporate Core	Schools
RIDDOR	Employees	0	1
	MOTP	1	1
RIDDOR Total		1	2

ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.12.15 – 31.12.15

		Corporate Core employees: 3731	Schools employees: 4177
Accidents	Employees	27	12
Accident Rate Factor (Employees)		7.2%	2.9%
	MOTP	57	114
Incidents	Employees	29	0
	MOTP	16	4
A&I Total		129	130

		Corporate Core	Schools
RIDDOR	Employees	0	0
	MOTP	0	1
RIDDOR Total		0	1

10.5 Commentary:

- No Health and Safety Executive (HSE) investigations involving the Authority were carried out during October or December. Apart from the initial enquiry mentioned at November (2) regarding the school RIDDOR, no other HSE investigations involving the Authority were carried out in November.

Corporate Core – RIDDOR Reports

- **October & December** – no RIDDOR reports were made
- **November:** 1 incident involved a service user in a wheelchair who was being transported in a community bus. The chair was inadequately secured, the wheelchair tilted backwards and the service user sustained a head injury which required a trip to hospital. Although the injury was not serious, the fact that a hospital visit was necessary made the accident RIDDOR reportable

Corporate Core - General

- **October** (1): Tatton Park recorded 10 accidents, 7 involving members of the public and 3 staff injuries were sustained. None of the accidents were serious. 1 report involved a user of the park being attacked by an aggressive stag. The injured person was badly shaken and sustained scratches and bruising.
- **October** (2): Incidents reported mainly involved Care4CE service users displaying challenging behaviour
- **November:** incidents reported were mainly aggressive or threatening behaviour directed at staff by service users or members of the public. There were also several cases of attempted self harm, an incident of suspicious behaviour and criminal damage at one of the youth hubs
- **December** (1): Slips, trips and falls accounted for 19 accidents, falls from height⁴ were responsible for 8 accidents and 36 incidents involved assaults on staff or aggressive behaviour to staff. No-one was injured or required hospital treatment. Most incidents were as a result of challenging behaviour from service users
- **December** (2): Tatton Park reported 1 incident involving equipment failure. A tractor developed a hydraulic problem and collided with a gate. No-one was injured and only minor damage resulted

Schools – RIDDOR Reports

- **October** (1): 4 RIDDOR reportable accidents arose from PE accidents - injuries included a broken leg and a dislocated knee
- **October** (2): 2 RIDDOR reports involved pupils injured whilst engaged in other curriculum activities. One sustained a broken hand and the other sustained a head injury
- **November** (1): 1 RIDDOR injury involved a teacher who tripped over an obstacle in the classroom suffering a fracture
- **November** (2): 1 RIDDOR injury to a pupil who fell from a climbing frame sustaining a spiral fracture of her leg. The HSE initially showed some interest in this accident – however when supplied with evidence of maintenance, risk assessments for the equipment and accident investigation reports from the school, this interest was not followed by a visit from an enforcement officer.
- **December:** 1 RIDDOR injury involved a pupil sustaining a fractured elbow whilst using a trampoline. He fell, missing a crash mat and landed on the floor. He was not detained in hospital

⁴ 'Height' is defined as a fall far enough to cause injury and is typically less than 1 meter.

Schools General

- **All three months:** the majority of reports arise either from playground accidents or sporting injuries – and arise either from slips / trips / falls or from being hit by flying / moving objects (e.g.: footballs and other sporting equipment).
- **October:** Incidents included acts of verbal aggression directed towards school staff by pupils or parents / visitors

ACCIDENT & INCIDENT QUARTER 3 SUMMARY

		Corporate Core	Schools
Accidents	Employees	89	64
Accident Rate Factor (Employees)			
	MOTP	225	446
Incidents	Employees	68	2
	MOTP	81	9
A&I Total		463	520

		Corporate Core	Schools
RIDDOR	Employees	0	1
	MOTP	1	8
RIDDOR Total		1	9

11.0 Workforce Priorities

This section of the report is structured under the headings of the Council's Workforce Strategy.

Culture and Values

- 11.1 The Council's "Making a Difference" employee recognition scheme celebrates and recognises those people who role model the Council's FIRST values and through this have made a positive impact on their team, colleagues or wider community. The scheme has continued to be well used and received in 2015 with:

- 550 Made my Days were sent by colleagues
- 95 Making a Difference Monthly nominations made
- 30 Employee of the Month Winners
- 19 Team of the Month Winners
- 60 Making a Difference Annual Award Nominees

A successful end of year celebratory event was held on 10th December where the annual award winners were announced. Further information is available on [Centranet](#).

- 11.2 A full employee survey was last carried out in January / February 2014. Since then, Cheshire East Council has changed significantly, and, as the Council embark on this next critical stage of our journey, it is important to fully understand the current views, perceptions and levels of engagement of staff across the Council and how this has changed since the last survey.

Plans are being developed to run the next survey in June 2016 and that the Council work in partnership with Survey Solutions who managed the 2014 survey. The aim is to broadly use the same questions, based on nine key themes to provide a continuum for officers and to enable trends to be identified and assessed as follow:

1. **Your job** – clarity, motivation, valued, pay and benefits, agile working
2. **Teamwork** – understanding, common goals, networking, collaboration
3. **Managers & Leaders** – support, consults, accessibility, in touch
4. **Communication** – informed, involved, open and honest
5. **Performance & Development** – feedback, responsibility, potential, coaching
6. **Wellbeing** – resources, fairness, respect, pressure, resilience
7. **Residents and Community** – fit, value, reputation, standards
8. **Change and the future** – open, willingness, commitment, optimism
9. **Our Council** – pride, advocacy, satisfaction, FIRST values, culture

The full survey results will be at a whole Council level but also broken down by Directorship and key service areas. This will include an overall measure of employee engagement alongside other indicators about change, communication, management, leadership and resilience. The results will be benchmarked internally and externally, using public and private sector comparator groups.

12.0 Organisational Design

- 12.1 HR continues to advise managers on change and restructuring programmes to achieve efficiencies and respond to the changing demands on the organisation. These include the transfer of the ICT function of CoSocius to Cheshire East Council, relocation of staff to the Crewe Lifestyle Centre, SEN Review, and a number of service reviews across the organisation.

12.2 Care4CE

Changes in Care4CE relating to the Closure of Mount View, Lincoln House and Hollins View, has meant that 98 staff have or will leave the organisation and 62 have been redeployed or are on work trials.

Vacancies at other adult establishment and work areas have been held open for some time pending this decision creating redeployment opportunities for staff who wish to remain employed in Adult Services. Taster days have been offered, work trials have been agreed, and redeployment out of Adult Services have been confirmed.

Nineteen open day events, at two of these establishments have been held, employers from the area were invited to attend and promote their employment opportunities.

The Job Centre has delivered two workshops looking at other options, such as self employment, training opportunities and other job centre services. The Job Centre also delivered CV and interview skills workshops.

One to One's have been held with the HR Redeployment Officer following which training in IT skills was arranged together with 'life after' voluntary redundancy workshops, and resilience workshops.

The HR Redeployment Officer continues to work with a Supported Employment Officer to help staff with disabilities.

- 12.3 Early work around job design and job evaluation has been undertaken to support the Adult Integrated Care programme working jointly with Eastern Cheshire PCT and Mid Cheshire PCT.

12.4 Alternative Service Delivery Vehicles (ASDVs)

The Cheshire Skills and Growth ASDV is on target for 1st April 2016 and HR are supporting the creation of the new organisation and TUPE transfer.

13.0 Leadership and Management

- 13.1 The Management Development Programme continues with primarily in-house delivery of ILM levels 3 & 5 in Leadership and Management. There are currently 70 registered on these qualifications:

- Level 3 – 41 candidates currently registered.
- Level 5 – 29 candidates currently registered.

- 13.2 The Level 5 Diploma in HSC Leadership continues with six candidates currently registered. A new six month 'Aspiring Managers' programme has also started with the new academic year. Offered to those identified through the appraisal process as future managers, there are 11 candidates in the first cohort. The programme is now over half way through and the candidates have achieved a 100% pass rate so far.

14.0 Building Capability and Capacity

- 14.1 The Corporate Training programme has offered 82 training sessions on 42 topics between October and December 2015, with percentage take up of places slightly ahead of expectation with 1,018 delegates attending training this quarter.
- 14.2 Team development programmes have continued for Planning, Public Health, Education Strategy Team and Project Management Office, led by the Workforce Development team.
- 14.3 11 applications for individual funding support have been approved through the Continued Professional Development (CPD) virtual panel this quarter.

- 14.4 Adult Social Care - training for the new practice recording tool in Adults (Liquid Logic) was paused in September due to a change in the 'go-live' date. Training is due to commence in early 2016.
- 14.5 Adult Social Care - 34 new starters received training in the current electronic social care system (PARIS) through a basic tutor-led training session. Four new employees in business Support also received ContrOCC training and two new employees within Care4CE also received StaffPlan training. In total 40 staff have received appropriate systems related training.
- 14.6 Adult Social Care – a new advocacy NVQ qualification was introduced in October, for employees and providers, in line with the requirements of the Care Act 2014.
- 14.7 The Children and Families service has received training sessions on the following topics:
- Child Sexual Abuse and Section 47 – three sessions, 47 attended;
 - Child Sexual Exploitation – five sessions, 53 attended.
- 14.8 Children and Families Service- Progression pathways. Funding requests have been approved for seven social workers to take up places on a PGDip course at Salford University (Sept 2015) to support progression. Four social workers have also been approved to complete one module at Salford (Sept 2015) to support progression year two programme. A new second year progression programme has been drafted to offer more streamlined development programme and a series of Research in Practice (RiP) bespoke training classes rather than university module, from January 2016.
- 14.9 Assessed and Supported Year in Employment (ASYE): Adults: 10 currently registered on the programme, five newly registered this quarter. Children's: nine passed at panel this quarter, 29 currently on programme, one newly registered this quarter.

15.0 Resourcing and Talent

- 15.1 The Staffing Committee made recommendations to Council for the appointment of the role of Director of Children's Services/Deputy Chief Executive and Director of Legal and Monitoring Officer, leading to appointments in Q3.
- 15.2 One apprentice secured a position with the Council during Q3, with four securing positions in Q2. This has impacted on the number of apprentices currently being employed to 36 (44 in Q2). The majority of this cohort is working towards a Business Admin NVQ. Breakdown per service is COO – 18, Economic Growth and Prosperity – eight, Adult Social Care - three, Children and Families - six, Public Health - one.
- 15.3 In August, Cheshire East Council launched a new pilot work readiness programme, entitled the Cygnet Pathway, launched to help prepare cared-for young people into work. Six young people are, on the six-month programme.
- 15.4 Cheshire East Council continues to offer a Graduate Programme, which includes Graduate Internships and a Graduate Development Programme to recognise the importance of early career development.

- 15.5 Opportunities are currently in progress across three directorates. The Graduate Development Programme has provided learning events throughout Q3, offering both permanent staff recent graduates and graduate interns the opportunity to learn strategic and business focused skills. The Graduate Programme continues to receive positive feedback regarding benefits to individuals and services involved in terms of harnessing new perspectives and enthusiasm, while preparing individuals for worthwhile future careers.
- 15.6 The Grow Your Own Social Work Trainee Scheme of Children and Families recruited two more trainees for cohort three who started in September 2015. There are now a total of eight on the scheme. Three from Cohort one are on track to qualify in summer 2016 and then apply for SW posts in Children and Families (with a tie in for three years).
- 15.7 The current contract for the supply of agency workers to the Council is due to expire on 31st March 2016. A collaborative procurement process has been undertaken with Cheshire West and Chester Council, Vivo, ANSA, and CoSocius and the new contract has recently been awarded to Comensura.

The key benefits of entering into the new contract are:

- An improvement on costs/savings, including additional strategic services;
- A robust supply chain of agencies to meet resourcing requirements, including local suppliers;
- A user friendly IT system which will enable comprehensive reporting;
- The ability to divest managers of the responsibility and the significant effort required in order to source requirements for temporary workers; and;
- The ability to continue to provide protection against claims arising under the Agency Worker Regulations.

16.0 Reward and Recognition

16.1 National pay review

Local government national pay negotiations for 2016 continue and the Local Government Association have recently advised that Council employees have been offered a two-year pay increase from 1 April 2016. The majority of employees - those on salaries starting at £17,714 per annum - would receive an uplift of one per cent on 1 April 2016 and a further one per cent on 1 April 2017, with those on lower salaries receiving higher increases to take account of the new National Living Wage. This pay offer does not apply to Chief Executives, senior officers or teachers, who are covered by separate national pay arrangements and have not yet been advised.

16.2 Living wage

The Council implemented the “local” Living Wage at the rate of £7.85 an hour in November 2015 and so pay adjustments have been made accordingly. It is recognised that the Council will need to align with the Government’s national proposals to increase to at least £9 an hour by 2020.

16.4 Total reward review

Pay and reward hold a central place in the Council's business and HR strategy as a major lever, not just in recruitment and retention, but also in improving performance, shaping behaviours and supporting constructive employment relations. This is against a backdrop of continued financial pressures and austerity both locally and nationally.

Research indicates that individuals are attracted, retained and engaged by a whole range of financial and non-financial rewards and that these can change over time depending on personal circumstances, beliefs and values. Total Rewards are all of the tools available to the employer that may be used to attract, motivate and retain employees and include everything the employee perceives to be of value resulting from the employment relationship.

To ensure the Council is in the best position to continue to attract and retain the talent it needs a review of our Total Rewards approach will be scoped and taken forward during 16/17.

17.0 HR Policy pipeline

This section provides a summary of key HR Policy development of changes which are in the pipeline for agreement during the coming year:

Title	Summary	Anticipated implementation
Pay during holiday and sick leave	Following the recent Bear Scotland ruling, consideration will be given to how the Council will respond.	Spring 2016
Pensions discretions	The Council is required to review and publish a set of discretions by July 2016.	Summer 2016
£95k cap on termination payments	Following national consultation in Aug 2015, the government is proceeding to legislate for a cap on termination payments, including severance, pension costs and notice pay.	Late summer 2016
Code of Practice on English language requirements for Public Sector Workers	The Immigration Bill creates a duty to ensure that all public authority staff working in customer-facing roles speak fluent English or Welsh to an appropriate standard.	TBC 2016/17
Trade Union Bill	A Bill is progressing through the House of Lords to make provision about industrial action and trade unions which may have an impact on current agreements.	TBC 2016/17

18.0 Voluntary Redundancies

- 18.1 The Council's voluntary redundancy scheme continues to support organisational change and the delivery of the planned programme of change in the Council's Three Year 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.
- 18.2 Twenty one people have left the Council under voluntary redundancy terms in Q3. The total severance cost, for all employees was £315,172, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £1,414,925 (which is the combined accumulated costs of the deleted posts).
- 18.3 A total of thirty two staff have left under voluntary redundancy so far in the 2015/16 financial year.

19.0 Absence

- 19.1 As previously reported, the Council's overall absence rate for 2014/2015 was almost 12 days per employee, which is a slight increase on 2013/2014 and very similar to the previous three years. The measure of day's absence per employee per year is the Best Value Performance Indicator (BVPI) which is used across Local Government to monitor absence and facilitate comparisons across different employers.
- 19.2 Working time lost to sickness absence as a proportion of all working time available in 2014/2015 was 4.6% compared with 4.3% in 2013/2014. 65% of this absence was long term and 35% short-term. The most common reason given for absence in 2014/2015 was stress (17% of all absence).

The first six months of 2015/2016

- 19.3 The overall position is that in the six months April to September 2015, attendance improved slightly as the BVPI for this period was 5.19 compared to 5.58 at the same point in 2014. Working time lost as a proportion of all working time available was just below 2%.
- 19.4 The proportion of absence attributed to stress was slightly lower in this period (15% compared to 17% last year). A series of training workshops for managers on helping staff develop greater resilience has been well received and a further two workshops are scheduled for 2015/16 and are fully subscribed. Further analysis is provided in Appendix 1 of this report.
- 19.5 An end of year report will be provided to Staffing Committee in July 2016.

20.0 Education HR Consultancy

The final buy back for Education HR Consultancy by schools has been very encouraging and in particular take up of the three year contract option has been very strong. The position is as follows:

3 Year Gold Package	63
1 Year Gold Package	54

3 Year Silver Package	2
1 Year Silver Package	13

Four primary school academies have not bought back due to them joining Multi Academy Trusts who use an alternative HR provider. One maintained Primary School is in the process of converting to become an academy and has decided not to buy back; however, one primary school has decided to buy back this year having not done so in previous years. Fermain Academy in Macclesfield decided to buy the service from 1st December 2015 to the 31st August 2016.

21. HR Performance Data

Headcount/FTE by Directorate:

Quarter 3 2015-16 (Oct-Nov-Dec 2015)

Directorate/Service	Oct-15 FTE	Nov-15 FTE	Dec-15 FTE
Public Health	22.2	22.2	23.2
Strategic Commissioning	1643.8	1644.5	1623.9
Adults Social Care & Independent Living	859.0	859.1	839.7
Children's Services	784.8	785.4	784.2
Chief Operating Officer	911.3	910.8	907.8
Commissioning	42.0	40.0	40.0
Corporate Resources and Stewardship	249.9	301.4	301.8
Democratic Services and Governance	57.0	55.6	56.0
Legal Services	30.3	29.2	28.8
Media (Communications and PR)	7.9	7.9	7.9
Commissioning and Client Support ^o	23.8	27.4	26.4
Communities	407.7	401.4	400.0
Apprentices	47.0	47.0	46.0
Economic Growth & Prosperity	276.6	278.7	277.7
Growth and Regeneration	23.0	75.0	77.0
Crewe – High Growth City	3.0	3.0	3.0
Investment	77.1	27.1	27.1
Planning and Sustainable Development	63.8	65.8	64.8
Strategic Infrastructure	8.5	8.5	8.5
Countryside, Culture and Visitor Economy	95.2	93.3	92.3
Cheshire East Council Total	2862.8	2857.2	2,833.6

Note: Strategic Housing and Intelligence moved from Investment to “Growth and Regeneration” in November 2015 in Oracle. **NB:** 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.

Quarter 3 2014-15 (Oct-Nov-Dec 2014)

Directorate/Service	Oct-14 FTE	Nov-14 FTE	Dec-14 FTE
Public Health	17.9	17.9	17.9
Media (Communications and PR)	10.0	10.0	10.0
Strategic Commissioning	2118.5	2114.3	2117.1
Adults Social Care & Independent Living	864.4	865.8	861.4
Children's Services [□]	757.8	752.1	761.2
Commissioning and Client Support ^o	53.7	51.3	51.3
Communities	441.6	444.1	442.1
Chief Operating Officer	509.7	504.62	510.5
Commissioning	44.0	44.0	46.6
Corporate Resources and Stewardship	285.1	278.4	278.0
Democratic Services and Governance	60.5	63.9	66.6
Legal Services	36.1	35.1	35.1
People and OD	48.3	47.5	46.5
Apprentices / Graduate Trainees	34.7	34.7	36.7
Economic Growth & Prosperity	299.2	302.7	301.9
Assets	27.0	28.0	28.0
Investment	80.0	80.0	79.7
Strategic and Economic Planning	100.6	105.6	107.2
Strategic Infrastructure	9.0	9.0	9.0
Visitor Economy, Culture and Tatton Park	81.5	79.0	77.0
Cheshire East Council Total	2956.2	2950.5	2958.4

NB: 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 Integrated Safeguarding – not included in Adults to avoid double counting. **Note:** within this table 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.

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	4892	n/a
30 Apr 2010	6,155	-5.63	4583	-6.31
30 Apr 2011	5,860	-4.79	4385	-4.31
30 Apr 2012	5,449	-7.01	4080	-6.96
30 Apr 2013	5,103	-6.35	3881	-4.89
30 Apr 2014	4,403	-13.72	3233	-16.70
Date	Headcount	% change from previous month	FTE	% change from previous month
31 Aug 2014	3,976	0.40	2966	0.29
30 Sep 2014	4,011	0.88	2956	-0.38
31 Oct 2014	4,014	0.07	2956	0.06
30 Nov 2014	4,011	-0.07	2951	-0.19
31 Dec 2014	4,010	-0.02	2958	0.27
31 Jan 2015	3,893	-2.92	2911	-1.61
28 Feb 2015	3,885	-0.21	2909	-0.06
31 Mar 2015	3,875	-0.26	2897	-0.43
30 Apr 2015	3,812	-1.63	2884	-0.45
31 May 2015	3,794	-0.47	2868	-0.54
30 Jun 2015	3,810	0.42	2876	0.27
31 Jul 2015	3,790	-0.52	2867	-0.31
31 Aug 2015	3,821	0.82	2894	0.94
30 Sep 2015	3,799	-0.58	2883	-0.38
31 Oct 2015	3,772	-0.71	2862.8	-0.69
30 Nov 2015	3,762	-0.27	2857.2	-0.20
31 Dec 2015	3,731	-0.82	2833.6	-0.83

NB On 1st April 2014, 351 employees (334 FTE) TUPE transferred to ANSA and 24 employees (24 FTE) TUPE transferred to Orbitas. On 1st May 2014, 693 employees (193 FTE), including casuals, TUPE transferred to ESAR and 106 employees (100 FTE) TUPE transferred to CoSocius. On 1st January 2015, 71 employees (31 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 Civiance.

Between April 2009 and December 2015 the overall Cheshire East Council employee headcount has reduced by 42.79%, and the overall number of FTE Cheshire East Council employees has decreased by 42.07%. Between April 2014 and December 2015 the overall Cheshire East Council employee headcount has reduced by 15.26%, and the overall number of FTE Cheshire East Council employees decreased by 12.35% over the same period.

Leavers during Quarter 3 2015-16 (October-December 2015):

Reason for leaving	Headcount of leavers	FTE
Resignation	68	46.33
Voluntary Redundancy	23	15.48
Retirement (including Normal Retirement - 60/65, Early Retirement - Request)	12	9.12
TUPE Transfer	10	6.70
Contract Terminated	5	3.86
Mutual Termination	4	3.52
Capability	1	0.76
Unspecified	1	0.00
Total	124	85.78

Excluding TUPE transfers, the Cheshire East turnover between October and December 2015 (only) was 3.3% (124 leavers divided by 3755 (average) headcount). 54.8% of all leavers during Q3 in 2015-16 left following resignations, 18.6% due to voluntary redundancies, 9.7% following retirements and 8.1% as a result of TUPE transfers. **Please note:** these figures reflect reasons for leaving entered by managers into the Oracle employee database.

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:

	Oct	Nov	Dec
Q3 2015/16	1.00	0.99	1.01
Q3 2014-15	1.08	1.03	1.36

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

Absence within month – year to date figures:

	Oct	Nov	Dec
Q3 2015/16	6.12	7.01	8.02
Q3 2014-15	6.57	7.54	8.87

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

The cumulative average days lost to sickness, per FTE employee, throughout quarter 3 in 2015/16 was slightly lower than the same period in 2014/15; absence levels within individual months during quarter 3 of 2015/16 were slightly lower than in the same months in 2014/15.

Redeployment

Staff who are at risk WEF 23 Dec 2015	Adults	Childrens	COO	(blank)	Grand Total
Closure of unit	14	35			49
Health	1				1
Restructure		2	16		18
Grand Total	15	37	16		68

Staff who have been redeployed or left – Reasons for redeployment (Oct – Dec 15)	Adults	Childrens	COO	EGP	Grand Total
Closure of unit	161				161
End temp contract		1			1
Health	2				2
Restructure		2	1	4	7
(blank)					
Grand Total	163	3	1	4	171

Staff who have been redeployed or left – outcome (Oct – Dec 15)	Adults	Childrens	COO	EGP	Grand Total
End of contract (Left)	3				3
Permanent appointment	62	2		3	67
Promotion	1				1
Resigned / left / mutual termination.	5	1			6
Returned to substantive post	1		1		2
Voluntary Redundancy	91			1	92
Grand Total	163	3	1	4	171

HR Casework

Summary of current formal case work.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at June2015	3	12	3	1	0
As at Sept 2015	4	6	2	0	0
As at Dec 2015	4	2	1		1

Summary of closed formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Oct – Dec 2015	1	8	1		

Summary of new formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Oct - Dec 2015	1	4	1		

Member training took place in December and all Staffing Committee members are trained to do appeals.

Two appeals were considered by the Staffing Appeals Sub Committee during Q3.

22. Access to Information

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

Name: Rosie Ottewill
Designation: OD Manager
Tel No: 01270 685883
Email: rosie.ottewill@cheshireeast.gov.uk

Appendix 1 - Attendance Management - mid year report

1. Introduction

This report provides a mid-year analysis of recorded absence information from April to September 2015, identifies the actions being taken to manage and improve attendance and provides some comparative information drawn from the Chartered Institute of Personnel and Development for 2014, as this has just been published. The report does not cover schools or the ASDVs.

Attendance figures have identified that levels of absence overall had not varied significantly for a number of years, and that whilst it is essential for managers to continue to manage absence it is also essential to consider steps to boost the wellbeing of staff to try to improve attendance, in addition to managing absence once it starts. This emphasis involved the creation of the Wellbeing and Resilience group.. Clearly many of the steps also being taken in services to deal with work-load, recruitment and training are vital in helping to build a healthy working environment.

Corporate level of attendance April to September 2015

The Best Value Performance Indicator of absence per person per year is used to compare absence levels across Local Authorities. Table 1 below shows the trend over the past four years.

Table 1

	2011/12	2012/13	2013/14	2014/15	2015/15 to end September
Days absence per employee excluding schools	11.67	12.03	11.33	11.97	5.19

Working time lost to sickness absence as a proportion of all working time available increased to 4.6% 2014/15 compared with 4.3 % in 2013/14.

Although the winter months tends to involve higher absence, it is encouraging that attendance has improved slightly in the first six months of this year, as the BVPI recorded for this period is 5.19, compared to 5.58 at the same point in 2014. Working time lost as a proportion of all working time available so far this year is just below 2%.

Long term sickness (90 days or more) has accounted for 64% of all absence. This is similar to previous years. At present there are 43 staff who have been absent for 90 days or more and are still off sick. In the first half of the year over 50 long term sick cases have been resolved, and although the number off had reduced from 58 in February 2015, the current of cases is very similar to the number in October 2014. There will always be a core of long term sickness due to serious health conditions and operations, but there may be scope to reduce the absences attributed to stress.

3. Reasons for absence

The top ten reasons given for recorded absence in the six month period are shown in table 2, alongside the proportions for the previous two full financial years.

Table 2

Reason	% of absence attributed to this reason in 2013/2014April	% absence attributed to this in 2014/2015	% absence attributed to this in April to September 2015
Stress	14	17	15
Medical examinations/investigations	9	10	9
Anxiety/fatigue/exhaustion	5	5	6
Back pain	7	6	5
Depression	5	5	5
Joint problems	4	4	5
Bereavement	2	3	5
Broken/fractured bones	4	3	4
Chest/lung disease/infection	4	4	3
Stomach/intestine problems			3

4. Actions being taken to manage attendance

Attendance management is led by managers within the framework of corporate policy and procedures with support from OHU and HR in the more complex cases. The full range of corporate tools available is not provided here (e.g. the policies, procedures, role of OHU, use of phased returns, access to work, redeployment on health grounds) as these are well documented but MGB may wish to note that work has taken place in the last twelve months on the following areas;

- A toolkit is available on Centranet for managers, to help manage attendance
- Bite size training on attendance management is available for managers on request, in addition to the courses on the corporate training programme
- The Employee Assistance Programme has been promoted by individual letters to all staff in October to inform them of the change in contact numbers and to remind them of the services available
- A new 'dashboard' of HR data is being piloted with an analysis of team attendance
- A set of three short modules for staff at risk of redundancy has been designed for Care4CE and if this is well received it will be offered to other staff who may be at risk in the future, as part of the support available to them
- A series of resilience workshops have taken place and continue into 2016

20 Chartered Institute of Personnel and Development Absence Survey of 2014

The CIPD survey covers private and public organisations and has identified the following key points;

- The average level of absence increased slightly in 2014 (which was reflected in the Council)
- Absence in the public sector is now 50% higher than in private organisations
- Absence tends to be higher in larger organisations and in the care sector
- Half of public sector organisations report that stress-related absence has risen
- Workload remains the most common cause of stress, followed by non-work relationships, family, management style and relationships at work
- The most common methods used to reduce stress are staff surveys, flexible working options/improved work-life balance, and risk assessments/stress audits
- Half the organisations surveyed invested in training for line managers in managing stress
- Just under half the organisations surveyed report that operational demands tend to take precedence over well-being consideration while a similar proportion assert take employee well-being into consideration in business decisions.
- Access to counselling and employee assistance programmes are the most common wellbeing benefits on offer. Many organisations with well-being activities focus equally on physical health, mental health and good life-style choices
- A third of organisations reported an increase in staff coming to work ill, in the last twelve months. This is associated with an increase in stress-related absence and in mental health problems.