

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 21 April 2016
Report of: Head of Strategic HR
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 and receive feedback.

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 4

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 highlights relating to ASDVs are included in Cheshire East Residents First's quarterly board reports.

10.1 Delivery of Training during Quarter 4: – 01.01.16 – 31.03.16

10.1.1 **19** courses have been delivered across **197** employees from the Corporate Core and from Schools:

NO. OF COURSES	COURSE	ATTENDEES
1	IOSH Managing Safely	6 4 Corporate 2 School
1	IOSH Managing Safely Refresher	7 Corporate
1	PRIME Training (half day)	16 4 Corporate 12 Schools
3	First Aid at Work (3 days)	35 16 Corporate 19 School
1	First Aid HSE Refresher (half day)	6 Corporate
2	Paediatric First Aid (Non-accredited HSE compliant) (2 days)	30 30 School
1	Caretaker's Course (1 day)	11 1 Corporate 10 School
1	CIEH Level 2 Health & Safety (1 day)	6 5 Corporate 1 School
5	Emergency First Aid at Work - accredited (1 day)	55 51 Corporate 4 School
2	First Aid at Work Re-qualification (2 days)	17 8 Corporate 9 School
1	Defibrillator course	8 8 Corporate
19	TOTALS	197 102 Corporate 87 School

10.1.2 Two Schools Health & Safety annual briefing sessions were delivered with 75 schools staff attending. The theme this year focused on managing a critical incident and the consideration and prioritisation of health and safety issues.

10.2 Visits and Inspections Undertaken during Quarter 4

The following school visits and Local Exhaust Ventilation (LEV) tests (to assess the effectiveness of dust / fume extraction) were undertaken:

- Primary Reviews – 23
- Secondary Reviews – 5
- LEV Tests Design & Technology – 6
- LEV Tests Science – 6

Inspections, visits and toolbox talks undertaken, during the period included:

- Tatton Park - risk assessment toolbox talk
- Tatton Gardens – joint inspection
- Tatton Farm
- Nantwich Children's Centre
- Monks Coppenhall Children's Centre
- Sandbach Children's Centre
- Greenleaves Family Centre
- Crewe Lifestyle Centre (Children's Services facilities)
- Ethel Elks Family Centre
- Broken Cross Children's Centre
- Oakenclough Children's Centre
- Brocklehurst
- Tatton shops inspection
- Tatton - mill project
- Cledford House (Children & Families offices)
- Macclesfield Library
- Heatherbrae
- Macon House
- Holly Holy Day event
- Carter House
- Lincoln House
- Cheshire East Farm
- Mayfields
- Lincoln House

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

10.3 Outcome from RoSPA Award Portfolio Submission

10.3.1 The Council has received two awards; the first is a fourth consecutive Gold Achievement Award (non competitive) and the second is a Commended Award in the RoSPA Public Service and Local Government competitive Sector. The latter award recognises that the Council achieved third place from all portfolios submitted in this sector. This is the first time that the Council has entered this competitive award.

10.3.2 Feedback from the above portfolios is expected from RoSPA during August 2016 and Members will be updated on any outstanding actions or areas identified for improvement.

10.4 Corporate Accident and Incident Statistics – Quarter 4

10.4.1 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 incidents¹ of note.

Total number of RIDDOR Accident / Incidents

Reporting Period	No. of Accidents & Incidents on PRIME	No. of RIDDOR ² Reports
Q1– Q4: 2013- 2014	6271	113
Q1– Q4: 2014- 2015	4969	93

All details below exclude ASDV data

Q1: 2015 - 2016	939	6
Q2: 2015 – 2016	675	4
Q3: 2015 – 2016	983	9
Q4: 2015 – 2016	899	3

Q4 2015 – 2016: Accidents & Incidents			
Corporate Core	RIDDOR	Schools	RIDDOR
384	1	515	3

Accident and Incident Quarter 4 Summary 01.01.16 – 31.03.16

		Corporate Core	Schools
Accidents	Employees	66	70
Accident Rate Factor (Employees)		6.0% AVERAGE	5.7% AVERAGE
	MOTP	171	348
Incidents	Employees	52	30
	MOTP	95	67
Total		384	515

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.

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

		Corporate Core	Schools
RIDDOR	Employees	1	1
	MOTP	0	2
Total		1	3

10.5 Corporate Accident & Incident Quarter 4 Commentary:

January 2016

- The most common cause of accidents to members of the public and corporate core employees was slips, trips and falls.
- The majority of schools accidents involved pupils in playground accidents. Staff accidents included slips, trips and falls, injuries whilst lifting or handling and pupil assaults on staff.
- There were no RIDDOR reportable accidents in schools and no Health and Safety Executive (HSE) investigations involved the Authority during January.

February 2016

- 1 RIDDOR accident occurred to a corporate employee who fell down stairs after slipping on a clothes tag. The employee required hospital treatment and was incapacitated for more than 7 days.
- 1 RIDDOR accident in schools involved an employee sustaining an eye injury having been caught accidentally by a pupil's fingernail. The member of staff was incapacitated for more than 7 days.
- A member of the Registration Service at Macclesfield Town Hall was abused and threatened as she tried to register a birth. The father turned up late and when offered a further appointment later the same day, became threatening. The employee was badly shaken and upset.
- A contractor disturbed some asbestos containing materials during refurbishment at King George V Pavilion in Crewe. Several Cheshire East employees who may have been exposed to asbestos fibres are being screened as part of the process to deal with this. The contractor reported the incident under the RIDDOR Regulations to HSE.

March 2016

- The leading causes of accidents continued to be slips / trips / falls and being struck by flying / moving objects. Of the 17 assaults reported, 11 involved injuries to employees and the remaining 6 affected school pupils
- The 2 RIDDOR reportable school incidents involved pupils. One slipped on a wet surface resulting in a fractured wrist and the other pupil slipped on steps that should have been out-of-bounds, sustaining a facial injury which required hospital treatment.

- Tatton Park reported 7 accidents which included slips / trips / falls, falls from height (less than 2 metres) and sudden illnesses. None were RIDDOR reportable.
- There were no RIDDOR reportable accidents in the corporate core and no Health and Safety Executive (HSE) investigations involved the Authority during March 2016.

11.0 WORKFORCE PRIORITIES

- 11.1 Work is in progress to develop the Council's People Plan 2016/2017. This is to support the delivery of organisational strategic priorities, outlining a programme of work with clearly defined objectives, performance measures and timescales.

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

Culture and Values

- 11.2 A programme of four "an audience with" engagement events has recently concluded. Feedback from the events has been very positive providing the opportunity for staff to gain insights and make connections with colleagues and members of the Council's senior management team. A further programme of events is currently being developed for 2016/2017.
- 11.3 In connection with the requirements of the Local Government Transparency code, a range of staffing information has recently been updated on the [Open Data and Transparency portal](#) on the Council's website. This has included the reporting of Chief Officers' names at tiers one and two, following discussions with the Transparency Working Group.
- 11.4 As previously reported, a staff survey is planned to run in June 2016. The broad themes will remain similar to the 2014 survey with some small changes to build on the learning from the previous survey. The results are expected in September 2016.

12.0 Organisational Design

- 12.1 HR continue to support the programme of change. The ICT function of CoSocius was successfully transferred to Cheshire East Council on 1 April 2016, 174 staff transferred under TUPE arrangements. Formal consultation relating to the restructure of the senior management team commenced on this date. The HR and Finance transactional function of CoSocius transferred to Cheshire West and Chester Council on the same date, 154 staff transferred under TUPE arrangements.
- 12.2 A number of the Council's services are moving to the Crewe Lifestyle Centre. Care4CE staff from Macon House and the Hilary Centre, staff from Crewe Public Library, and staff from Ethel Elks Family Centre will relocate on a phased basis during April 2016.
- 12.3 Consultation around Children Centres is ongoing, a proposal to re-designate four Children's Centres is likely to result in a reduction of some posts across the service.
- 12.4 The Cheshire Skills and Growth ASDV was established on 1st April 2016 and HR are supporting the creation of the new organisation and TUPE transfer. 21 staff have transferred to the new company.

- 12.5 In December 2015, a decision was taken to develop a different operating model for the Workforce Development Team, moving away from in house delivery and increasing the commissioning of sector experts, to ensure a high quality learning and development programme for the Council. This revised model has now been implemented.
- 12.6 The collaborative procurement of Occupational Health services (OHU) between Cheshire East, Cheshire West and Chester and Warrington Councils progresses well. The deadline for tender submissions is 19th April 2016. So far 29 companies have downloaded the Invitation to Tender documents and four have indicated that they will be submitting tender documentation. Project Board members will be evaluating tenders on 29th April and 4th May followed by a moderation and clarification meeting. Notification of the decision is anticipated by the end of May 2016. Allowing for a short standstill period, the intention for the contract commencement date and associated TUPE transfers remains at 1st September 2016.

13.0 Leadership and Management

- 13.1 The Management Development Programme has continued with primarily in-house delivery of ILM levels 3 & 5 in Leadership and Management. There are currently 42 registered candidates on these qualifications:
- Level 3 – 23 candidates currently registered.
 - Level 5 – 19 candidates currently registered.

The Level 5 Diploma in Health and Social Care Leadership continues with six candidates currently registered.

- 13.2 The first 'Aspiring Managers' programme cohort has completed with a 100% pass rate and all 11 candidates reporting positive impact on their career development planning. Further cohorts have been requested by three Directorates and will take place during 2016/2017.
- 13.3 41 managers have completed Neurolinguistic Programming training in management techniques. A sharing good practice forum is in place to support staff to implement learning across the Council.

14.1 Building Capability and Capacity

- 14.1 The Corporate Training programme has offered 69 training sessions on 41 topics between January and March 2016, with percentage take up of places slightly ahead of expectation with 847 delegates attending training this quarter. In terms of evaluation, from January to March 2016, 92% of attendees have rated training as very good/excellent.
- 14.2 Seven applications for individual funding support have been approved through the Continued Professional Development (CPD) virtual panel this quarter. Successful candidates are supported through membership to the Cheshire East Council Academic Study Support forum.
- 14.3 Specific team development and training planning continues for Planning, Education Strategy Team, Communities, Legal Services, ICT and Corporate

Resources & Stewardship. The Workforce Development Team has led these and worked in collaboration with professional bodies such as CIPFA and RTPi to align provision with professional capability requirements.

- 14.4 The Children and Families service has received training sessions on the following topics:
- Parenting Assessment Manual Assessment (PAMS) Training – 1 session, 24 attended;
 - Care Planning – 4 sessions, 47 attended;
 - Child Sexual Exploitation – 1 session, 21 attended;
 - Assessment Intervention Moving On (AIM) Training – 1 session, 3 attended.
- 14.5 Supporting Children and Families Service Progression Pathways remains a priority. Funding requests have been approved for five social workers to take up places on a PGDip course at Salford University this quarter to support progression. The Workforce Development Team is undertaking a review of progression routes and specialist roles with the service to further develop the progression offer.
- 14.6 Assessed and Supported Year in Employment (ASYE): Adults: 10 currently registered on the programme. Children's: 16 currently registered.

15.0 Resourcing and Talent

- 15.1 The recruitment to the role of Executive Director Economic Growth and Prosperity started on the 31 March 2016. This is a Staffing Committee appointment and interviews are planned for May, with an appointment expected in September 2016. Interim management arrangements are in place.
- 15.2 In response to feedback received from the implementation of a new on line job application system, and to help support people within our community to use this system to apply for work with the Council, a jobs open day was held at Macclesfield Library in January. Cheshire East Catering, Cleaning and Care Services were represented. Information was available to those seeking employment in these fields and assistance to apply on line was provided by HR and the Life Long Learning Team. This was not only an opportunity to apply for a role with Cheshire East but to gain some valuable assistance with IT skills. 72 people attended the event and this encouragingly resulted in 20 offers of work being made. A further event has been arranged for the 19th April 2016 at Congleton Town Hall.
- 15.3 Four apprentices secured a position with the Council during Q4. Current number of apprentices is 35. Breakdown per service is COO – 16, Economic Growth and Prosperity – 8, Adult Social Care - 4, Children and Families - 6, Public Health - 1. The majority of this cohort is working towards a Business Admin NVQ.
- 15.4 The first cohort of the six month work readiness programme developed for cared-for young people, entitled the Cygnet Pathway programme ended in February 2016. One person has secured an apprenticeship with the Council.

- 15.5 The Council continues to offer a Graduate Programme which includes Graduate Internships and a Graduate Development Programme to recognise the importance of early career development.
- 15.6 Opportunities are currently in progress across four Directorates. The Graduate Development Programme members including both permanent staff recent graduates and graduate interns have project managed an event in Q4, organising the Rural Summit 7 in conjunction with the Community Partnership team, receiving positive feedback for the event from stakeholders and guests. A second cohort has recently launched bringing membership to 16 people.
- 15.7 There have been 33 student placements confirmed in Q4, including work experience and internship placements across all directorates. The Workforce Development Team has worked with services to implement standardised basic placement programmes with additional experiences specific to each team.

16 Reward and Recognition

- 16.1 Local government national pay negotiations for JNC Chief Officers have concluded for the period 1 April 2016 to 31 March 2018. The individual basic salaries and salary scales of all officers within scope of the JNC for Chief Executives and Chief Officers of Local Authorities will be increased by 1.0% with effect from 1 April 2016 and 1.0% with effect from 1 April 2017. National pay negotiations for NJC LGS continue. GMB have announced that their members have voted to accept the two year pay offer. UNISON and Unite, have both rejected the offer and now have a mandate to seek industrial action ballots. UNISON and Unite are pressing the Local Government Association (LGA) to put a revised, one-year offer on the table.
- 16.2 Staffing Committee has been previously advised of emerging case law regarding the payment of holiday pay. The situation remains very unclear and a recent Chartered Institute of Personnel and Development report on an Employment Appeal Tribunal decision (British Gas v Lock February 2016) further highlights that no clear ruling has been made on what pay elements or reference periods should be included in calculating normal pay and how they should be calculated. The Council continues to monitor the situation.
- 16.3 The Total Reward Review encompasses all aspects of work that are valued by employees, including elements such as learning and development opportunities, career progression, work environment and flexible working - alongside a pay and benefits package. Employees are attracted, retained and engaged by a range of financial and non financial rewards and so recognising the continued challenging financial backdrop a review of the Council's "Total Reward" approach will be undertaken during 2016/17. This programme of work will be scoped and shared with Staffing Committee in the coming months.

17.0 HR Policy Outline Work Programme

- 17.1 A draft HR Policy work programme for 2016/2017 has been developed and is provided in *Appendix 1*. The work programme comprises three main elements:
 - 1. Legislative Change

2. Strategic Review

3. Policy Review – a rolling review of existing HR policies to ensure up to date and action and areas for improvement.

17.2 The draft programme has been developed as a result of national legislative drivers, business needs and ongoing improvement of practice. Next steps are to further scope the work streams, assess resources required and prioritise. A further update will be provided to Staffing Committee at the next meeting.

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 enables the Council to achieve its planned savings and efficiencies and also helps to maintain good employee relations within the Authority, minimising the prospect of compulsory redundancy.

18.2 As a result of changes in Care4CE, sixty six people have left the Council under voluntary redundancy terms in Q4. The total severance cost, for all employees was £1,034,455, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £3,618,338 (which is the combined accumulated costs of the deleted posts).

18.3 To ensure these savings are realised a number of mechanisms are in place which commence with the VR Panel who approve or decline voluntary redundancies based on a robust business case. Staffing budgets are adjusted to reflect the approved reductions in staffing. Additional checks are in place such as Recruitment Watch where vacancies are approved prior to advertisement.

18.4 A summary of the number of employees by key service area and total severance costs for 15/16 is provided below.

Organisation	Number of employees	Severance Costs
Care4CE - Hollins View	32	460,986
Care4CE - Lincoln House	49	724,192
Care4CE - Other	9	86,474
Other Services	6	338,313
Services of Chief Operating Officer	2	84,356
Grand Total	98	1,694,320

19.0 Education HR Consultancy

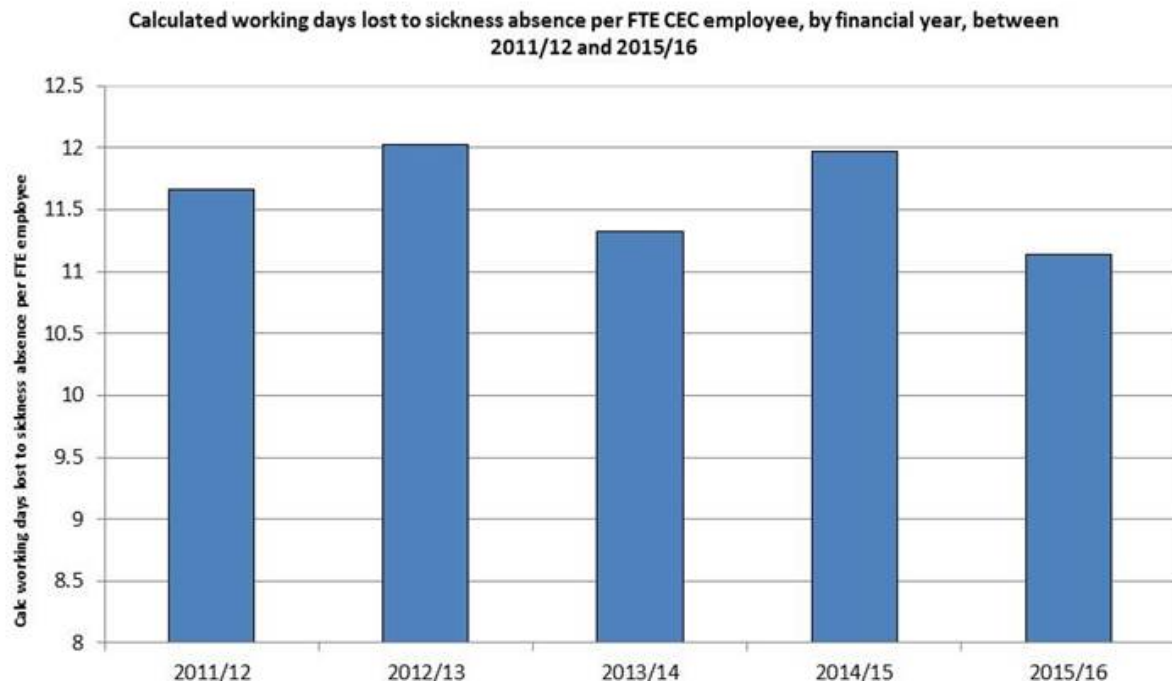
19.1 The table below provides a summary of the current buy back of HR services by schools and Academies.

Cheshire East School Type	No. of schools	HR take up total	No HR take up total
Primary	91	90	1
Primary Academy	34	23	11
Secondary	5	5	0
Secondary Academy	17	9	8
Special	4	4	0
Pupil Referral	1	1	0
Free School	2	1	1
Total Number of CE Schools/Academies etc.	154	133	21
*Out of Borough	1	1	0

- 19.2 All schools and academies who bought back a one year contract last year have now received a letter outlining the offer for 2016/17 and encouraging them to consider buying back a three year contract. The content of the Gold Package remains unchanged for 2016/17, whilst the Silver Package does not include any on - site support; previously this was limited to 10 hours. In 2015/16 the number of schools buying back the Silver Package was 15.
- 19.3 Discounting will be available to schools and academies who buy back HR Consultancy and Health and Safety, particularly where one or both of the services have not been bought previously. The Education HR Consultancy offers a 5% discount to all new customers who currently buy back Health and Safety Management. New customers to both Education HR Consultancy and Health and Safety Management will benefit from a 20% discount on the total joint price when the services are bought together. Multi Academy Trusts will receive a 10% discount on their price if they have up to three schools within the trust and 15% discount if the number exceeds three.
- 19.4 During January, February and March the team has delivered four Headteacher Workshops for Primary Headteachers and one for Secondary Headteachers, Safer Recruitment Training Course and have issued Policies/Procedures or Guidance on New State Pension and NI Contributions, Model Domestic Abuse Policy and Procedure, Prohibited Teachers List and Model Paternity Pay and Leave Policy and Procedure.

20. Absence

- 20.1 The overall absence rate for 2015/2016 is 11.14 days per FTE employee; a reduction of 0.83 calculated working days lost per FTE employee from 2014/2015.
- 20.2 Working time lost to sickness absence as a proportion of all working time available in 2015/16 was 4.2%, compared with 4.6% in 2014/15 and 4.3% in 2013/2014. 62.6% of absence in 2015/16 was long term and 37.4% short-term. As with previous years, in 2015/16 the absence reason that accounted for the most working days lost was stress (16% of all days lost).



21.0 Staffing Committee Working Groups

21.1 Absence and Attendance Management Working Group

21.1.1 Staffing Committee has established a Member/Officer Working Group to review absence and attendance management. The working group met for the first time on 16 March 2016 and agreed the terms of reference.

21.1.2 So far, the Working Group has paid particular attention to data reporting, the management of short term absence and the governance, challenge and scrutiny of managing attendance. An Audit of the application of the attendance Management Procedure will be undertaken, in the near future. A further update will be provided to Staffing Committee in due course.

21.2 Policy Reassurance Group

21.2.1 Staffing Committee has established a cross-party working group to provide assurance that the wellbeing of staff and members of Cheshire East Council is aligned to best practice and organisational values.

21.2.2 The inaugural meeting of the working group is to be held in May 2016 and a further update will be provided to Staffing Committee in due course.

22. HR Performance Data

FTE by Directorate

Quarter 4 2015-16 (January - March 2016)

Directorate/Service	Jan-16 FTE	Feb-16 FTE	Mar-16 FTE
Public Health	22.6	22.6	22.6
Strategic Commissioning	1582.6	1573.2	1558.6
Adults Social Care & Independent Living	783.7	779.8	769.8
Children's Services	798.9	793.4	788.9
Chief Operating Officer	912.3	908.3	905.2
Commissioning	40.0	40.0	39.0
Corporate Resources and Stewardship	302.6	302.6	299.4
Democratic Services and Governance	55.6	55.6	55.4
Legal Services	28.8	29.8	28.0
Media (Communications and PR)	7.9	7.9	8.7
Commissioning and Client Support	28.0	31.0	31.4
Communities	405.5	402.3	404.2
Apprentices	43.0	38.2	38.2
Other	1.0	1.0	1.0
Economic Growth & Prosperity	279.1	274.7	282.9
Growth and Regeneration	78.9	79.3	79.3
Crewe – High Growth City	3.0	3.0	3.0
Investment	28.2	26.4	29.4
Planning and Sustainable Development	63.8	61.2	62.2
Strategic Infrastructure	8.5	8.5	9.5
Countryside, Culture and Visitor Economy	92.3	91.3	94.5
Other	4.5	5.0	5.0
Other	1.0	1.0	1.0
Cheshire East Council Total	2797.7	2779.8	2770.3

Quarter 4 2014-15 (January - March 2015)

Directorate/Service	Jan-15 FTE	Feb-15 FTE	Mar-15 FTE
Public Health	18.3	19.3	19.3
Media (Communications and PR)	9.0	8.0	8.0
Strategic Commissioning	2062.7	2060.7	2053.2
Adults Social Care & Independent Living	875.7	879.0	871.3
Children's Services	742.5	736.6	742.1
Commissioning and Client Support	24.8	24.8	25.8
Communities	417.7	418.3	413.0
Other	2.0	2.0	1.0
Chief Operating Officer	489.8	491.5	489.8
Commissioning	46.6	49.0	47.2
Corporate Resources and Stewardship	261.6	258.6	254.2
Democratic Services and Governance	57.3	57.4	57.1
Legal Services	34.7	34.7	33.7
People and OD	51.7	53.7	53.7
Apprentices / Graduate Trainees	37.0	37.0	43.0
Other	1.0	1.0	1.0
Economic Growth & Prosperity	329.9	328.5	325.3
Assets	28.0	28.0	28.0
Investment	81.7	80.8	79.8
Strategic and Economic Planning	105.8	105.0	100.1
Strategic Infrastructure	10.0	9.0	9.5
Visitor Economy, Culture and Tatton Park	102.5	102.0	103.2
Other	2.0	3.7	4.7
Other	1.0	1.0	1.0
Cheshire East Council Total	2910.8	2909.0	2896.6

Headcount/FTE trend (whole Council – excluding schools and casuals)

Annual trend 2009/2015

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

Quarterly trend 2015/2016

End Date of Quarter	Headcount	% change over quarter	FTE	% change over quarter
31 Mar 2015	3,875	n/a	2896.6	n/a
30 Jun 2015	3,810	-1.68%	2875.6	-0.72%
30 Sep 2015	3,799	-0.29%	2882.7	0.25%
31 Dec 2015	3,731	-1.79%	2833.6	-1.70%
31 Mar 2016	3,655	-2.04%	2770.3	-2.23%

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 Civicance. On 1st April 2016, 21 employees TUPE transferred to The Skills and Growth Company.

Between April 2009 and March 2016 the overall Cheshire East Council employee headcount has reduced by 43.96%, and the overall number of FTE Cheshire East Council employees has decreased by 43.37%. Between April 2014 and March 2016 the overall Cheshire East Council employee headcount has reduced by 16.99%, and the overall number of FTE Cheshire East Council employees decreased by 14.30% over the same period.

Leavers during Quarter 4 2015-16 (January - March 2016)

Reason for leaving	Headcount of leavers	FTE
Resignation	71	49.1
Voluntary Redundancy	69	43.8
TUPE Transfer	24	21.9
Retirement (including Normal - 60/65, Early Request and Ill Health with/out Benefits)	23	14.5
End of Fixed Term/Contract without Benefits	9	6.4
Mutual Termination	3	2.4
Capability	1	0.7
Contract Terminated	1	0.4
Compulsory Redundancy	1	1.0
Deceased	1	1.0
Unsatisfactory Probation	1	1.0
Total	204	142.2

Excluding TUPE transfers, the Cheshire East turnover between January and March 2016 was 4.9%. 34.80% of all leavers (*headcount*) during Q4 in 2015-16 left following resignations, 33.82% as voluntary redundancies, 11.76% as a result of TUPE transfers and 11.27% following retirements.

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:

	Jan	Feb	Mar
Q4 2015/16	9.01	10.11	11.14
Q4 2014/15	9.53	10.90	11.97

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:

	Jan	Feb	Mar
Q4 2015/16	1.06	1.14	1.11
Q4 2014/15	1.27	1.05	1.09

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 4 in 2015/16 was lower than the same period in 2014/15; however absence levels within individual months were slightly higher in the final 2 months of quarter 4 of 2015/16 when compared to 2014/15.

Redeployment

Staff who are at risk as at 30 March 2016	Adults	Childrens	PH	COO	EGP	Grand Total
Closure of unit	2	4				6
On work trial	3	1		1		5
Health				1		1
Restructure				4	1	5
Secondment				2		2
End of temp contract			1			1
Grand Total	5	5	1	8	1	20

Staff who have been redeployed or left – Reasons for redeployment (Jan – Mar 16)	Adults	Childrens	COO	EGP	Grand Total
Closure of unit	29	13			42
End temp contract	1				1
Health	3				3
Restructure			12	17	29
Grand Total	33	13	12	17	75

Outcome of redeployment (Jan – Mar 16)	Adults	Childrens	COO	EGP	Grand Total
Dismissed (ill health capability)	2				2
Redeployed to permanent post	14	1			15
Promotion	1				1
Resigned / left / mutual termination.	1				1
Retained in team following restructure	15	12	12	17	56
Grand Total	33	13	12	17	75

HR Casework

The HR Team continue to work with management to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to give seek outcomes for the concerns raised. The table below sets out those cases that were considered using formal procedures. One grievance appeal was considered by the Staffing Appeal Sub Committee during Q4. 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
As at March 2016	5	2	6	1	1

Summary of closed formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Jan - Mar 2016	0	3	0		

Summary of new formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Jan – Mar 2016	1	3	6	1	

23. Access to Information

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

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Appendix 1 – Draft outline HR Policy Work Programme - 2016/2017

This outline work programme provides an overview of key strands of HR Policy work scheduled for 2016/2017. The work programme comprises of three main elements - 1. Legislative Change, 2. Strategic Review, 3. Policy Review. The dates are guides to the likely scheduling of work. Dates may change for a variety of reasons, for example, external delays in the implementation of employment law changes, change in organisational strategic focus, changes in priorities etc.

	Q 1 Apr- Jun	Q2 Jul- Sep	Q3 Oct - Dec	Q4 Jan- Mar
1. LEGISLATIVE CHANGE				
1.1 Public Sector Exit Payment Recovery				
1.2 Public Sector Exit Cap				
1.3 Wider Reforms to Public Sector Exit Payments				
1.4 Gender pay gap reporting- Implementation				
1.5 Code of Practice on English language				
1.6 Trade Union Bill Implementation				
2. STRATEGIC REVIEW				
2.1 Strategic Review of Attendance Management				
2.2 Policy Reassurance Group				
2.3 Total Reward Review				
3. POLICY REVIEW				
3.1 Performance and Conduct				
3.2 Family Friendly				
3.3 Pay/ Reward/ Benefits				
3.4 Health and Wellbeing				
3.5 Attendance/ Time Off				
3.6 Recruitment / Vacancies				
3.7 Leaving the Council				
3.8 Contract / Changing job				