

# CHESHIRE EAST COUNCIL

## Staffing Committee

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**Date of Meeting:** 5 July 2016  
**Report of:** Head of Strategic HR  
**Subject/Title:** Health and Safety, HR and Organisational Development

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### **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.

### **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 1: 01.04.16 – 31.05.16 only

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 1: 01.04.16 – 31.05.16 only

- 10.1.1 7 courses have been delivered to **106** employees from the Corporate Core and Schools: (these figures do not include courses attended by ASDV employees)

NO. OF COURSES	COURSE	ATTENDEES
1	Basic First Aid, Gorsey Bank Primary School (half day)	21 Schools
1	Defibrillator Training / Annual Refresher Course (2 hour)	9 Corporate
1	First Aid Re-qualification course (2 day)	1 1 School
1	PRIME Accident Reporting training (half day)	15 5 Corporate 10 Schools
1	First Aid at Work course (3 day)	5 3 Corporate 2 Schools
1	PRIME Accident Reporting	15 5 Corporate 10 Schools
1	Corporate Induction (Health & Safety session)	40 Corporate
7	<b>TOTALS</b>	<b>106</b> <b>62 Corporate</b> <b>44 Schools</b>

### 10.2 Visits and Inspections Undertaken during Quarter 1: 01.04.16 – 31.05.16 only

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

- Primary non Academy Reviews – 11
- Secondary Reviews: 1
- Secondary Academy Reviews: 1
- LEV Tests Design & Technology – 2
- Primary Academy Reviews: 4
- Special Reviews: 1
- LEV Tests Science – 2

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

- Brocklehurst Centre
- Mount View
- Congleton Cycle Race Route
- Weaver Wander - Nantwich
- Cledford House
- Sandbach Children's Centre
- Redesmere
- Congleton Library
- Stanley Centre
- Crewe Family Centre
- Crewe Lifestyle Centre
- Meeting with Libraries Manager re H&S systems
- Meetings with Events Manager re various outdoor events

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

### **10.3 Buy-Back Position from ASDVs and ESAR During 2016 - 2017**

10.3.1 ANSA, TSS, ORBITAS and ESAR have continued to buy health & safety services from CEC. ESAR completed its two year obligatory buy-back on 31.03.16 and has decided to continue this relationship with the Corporate Health & Safety Service for the current financial year.

10.3.2 Action plans are currently being prepared which identify the service which each customer can expect to receive during the financial year. Where possible, estimated dates are included for monitoring purposes.

10.3.3 Quarterly progress meetings with each customer have been agreed.

### **10.4 Current Buy-Back Position from Schools for a Service Between September 2016 – August 2017**

10.4.1 The buy-back target is 85% and the current position shows that 68% of schools have bought in to the Health & Safety Service for 2016 – 2017.

10.4.2 The buy-back period remains open until 31.08.16.

## 10.5 Occupational Health Contract

10.5.1 The collaborative procurement of Occupational Health Services (OHU) between Cheshire East, Cheshire West and Chester and Warrington Councils progresses well. A successful tendering process has been completed with a preferred supplier being appointed to deliver an Occupational Health Service from 01.09.16. Early implementation meetings will be underway as soon as the stand-still period has expired. TUPE meetings involving input from UNISON are underway and involve the only one remaining CEC employee.

## 10.6 Corporate Accident and Incident Statistics – Quarter 1: 01.04.16 – 31.05.16 only

10.6.1 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 incidents<sup>1</sup> of note.

**Total number of RIDDOR Accident / Incidents** (All details below exclude ASDV data)

Reporting Period	No. of Accidents & Incidents on PRIME	No. of RIDDOR <sup>2</sup> Reports
<b>Q1– Q4: 2013-2014</b>	6271	113
<b>Q1– Q4: 2014-2015</b>	4969	93
<b>Q1 – Q4: 2015-2016</b>	3496	22

<b>Q1: 2016 - 2017</b> 01.04.16-31.05.16 ONLY	636	3
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<b>Q1: 2016 - 2017 01.04.16-31.05.16 ONLY</b>			
<b>Accidents &amp; Incidents</b>			
<b>Corporate Core</b>	<b>RIDDOR</b>	<b>Schools</b>	<b>RIDDOR</b>
<b>264</b>	<b>1</b>	<b>372</b>	<b>2</b>

<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.

<sup>2</sup> RIDDOR – the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations

## **ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.04.16 – 30.04.16**

		<b>Corporate Core employees: 3763</b>	<b>Schools employees: 3996</b>
<b>Accidents</b>	Employees	21	18
<b>Accident Rate Factor (Employees)</b>		5.6%	4.5%
	MOTP <sup>3</sup>	64	146
<b>Incidents</b>	Employees	12	3
	MOTP	39	16
<b>A&amp;I Total</b>		<b>136</b>	<b>183</b>

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

### **April**

#### **Corporate Core RIDDOR Reports:**

1. One RIDDOR accident involved a member of the public (a young person) engaging in “horseplay” on a bridge in Queens Park, Crewe. He fell and sustained head injuries and was airlifted to hospital. He has made a full recovery and was not badly injured.

#### **Schools RIDDOR Reports:**

1. One RIDDOR reportable accident occurring in schools involved a member of catering staff sustaining a lifting and handling injury and fractured wrist whilst moving tables.

#### **Corporate Core General Accidents and Incidents:**

1. Tatton Park reported 9 accidents in April - 2 involving minor injuries to staff and 7 involving members of the public. Causes included slips, trip and falls, sudden illnesses and people struck by a moving/flying object.
2. A football player sustained a leg injury on the pitch at Congleton Playing Fields. This site is owned by the Authority, but managed by ANSA. There were severe problems with the ambulance accessing the injured party, remedial action has been taken to ensure safe access and egress for emergency vehicles visiting the site. The accident was not RIDDOR reportable as it involved an adult sporting injury.

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<sup>3</sup> MOTP – Members of the Public

<sup>4</sup> RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

- Care4CE reported 12 staff accidents, none of which were serious. Causes included slips trips and falls and being hit by something fixed or stationary injuries. Care4CE also reported 6 assaults, usually involving service users who display challenging behaviour. 20 incidents involved slips, trips and falls to members of the public (usually day centre and residential service users).

#### **Schools General Accidents and Incidents:**

- The majority of school accidents involved members of the public (i.e.:pupils) and most were classed as playground accidents. Staff accidents included slips, trips and falls, injuries whilst lifting or handling or staff being assaulted by pupils. None of these staff accidents / incidents involving staff were serious and none required hospital treatment.

No Health and Safety Executive (HSE) investigations involving the Authority were carried out in the month of April.

#### **ACCIDENT & INCIDENT OVERVIEW DETAILS: 01.05.16 – 31.05.16**

		<b>Corporate Core Employees: 3747</b>	<b>Schools Employees: 3994</b>
<b>Accidents</b>	Employees	27	21
<b>Accident Rate Factor (Employees)</b>		7.2%	5.2%
	MOTP <sup>5</sup>	66	163
<b>Incidents</b>	Employees	10	0
	MOTP	25	5
<b>A&amp;I Total</b>		<b>128</b>	<b>189</b>

		<b>Corporate Core</b>	<b>Schools</b>
<b>RIDDOR<sup>6</sup></b>	Employees	0	1
	MOTP	0	0
<b>RIDDOR Total</b>		<b>0</b>	<b>1</b>

#### **May**

**Corporate Core RIDDOR Reports:** No relevant reports were made.

#### **Schools RIDDOR Report:**

- One RIDDOR reportable accident occurring schools involved a teaching assistant who slipped on water in a corridor sustaining a knee injury, incapacitating her for more than 7 days.

<sup>5</sup> MOTP – Members of the Public

<sup>6</sup> RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

**Corporate Core General Accidents and Incidents:**

1. Care4CE reported 20 staff accidents, none of which were serious. Causes included slips trips and falls, minor burns and scalds and manual handling injuries. Care4CE also reported 16 assaults, usually involving service users who display challenging behaviour

**Schools General Accidents and Incidents:**

2. Slips, trips and falls accounted for 42 accidents within schools, mainly pupils falling in the playground or during sporting activity. 78 accidents reported were as a result of either someone being hit by a moving / flying object or hitting something fixed or stationary. Again, this was primarily due to pupils in playground type accidents.

The vast majority of the incidents in both the corporate core and schools were aggressive or threatening behaviour, involving service users or pupils

No Health and Safety Executive (HSE) investigations involving the Authority were carried out in the month of May

## **11.0 WORKFORCE PRIORITIES**

- 11.1 Work is in progress to finalise the Council's People Plan 2016/2017 (see Appendix 1 for an overview of the key priorities). This plan will support the delivery of organisational strategic priorities. The detailed programme of work with clearly defined objectives, performance measures and timescales will be shared in due course.

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

### **Culture and Values**

- 11.2 The staff survey 2016 was launched on 15<sup>th</sup> June. Response levels so far have been positive with an ongoing communications campaign. The broad themes of the survey have remained similar to the 2014 survey with some small changes to build on the learning from the previous survey. The results are expected late September 2016. Co-ordinated action planning both corporately and locally within services will take place during the autumn.

## **12.0 Organisational Design**

### **12.1 Senior Management Realignment**

The Council has recently strategically realigned service functions into three new directorates: People, Place and Corporate Services.

This Council reorganisation is more evolution than revolution because it builds on previous significant organisational change. The changes are primarily re-grouping of functions and changes in senior manager report lines rather than wholesale restructuring. The key changes under the realignment of function under People, Place and Corporate Services are:

- The new People's Directorate brings together four existing Council departments: children and families; adult social care; communities; and public health. The People Directorate brings together under a single leadership, the width and breadth of: support, care and education services to children and their families; support and care to vulnerable adults and elderly people; and also brings together support to communities and public health services;
- The role of Executive Director People incorporates the statutory role of director of children's services and line manages the statutory roles of both director of adult services and director of public health. The post also includes the role of Deputy Chief Executive;
- The Place Directorate merges the activities of the Economic Growth and Prosperity Directorate including Planning, Regeneration, Strategic Transport and Countryside with highways functions. This creates in one



place the Council's functions to grow the economy and drive quality of place.

- The new structure for the Corporate Services Directorate is well positioned to support the journey from 'good to great'. It also draws together key customer focussed services to ensure an effective platform from which to build future services and ensure maximum benefit for the Council and residents from digital technology.
- The Corporate Services Directorate also provides a 'flatter', less hierarchical and more accountable structure with heads of service reporting directly to the Chief Operating Officer.

The aim of these structural changes is to strengthen the leadership team, enabling greater accountability and clarity of purpose in an environment where 'added value' and financial challenge will be at the forefront of all aspects of service delivery. The line management changes came into effect 1 June.

### **13.0 Leadership and Management**

- 13.1 ILM Leadership and Management qualifications level 5: 12 candidates that have been approved to continue are awaiting transfer to another trainer following completion of procurement process. 22 Level 3 qualification candidates are awaiting certification of completed units or transfer to another trainer.

The Level 5 Diploma in Health and Social Care Leadership has four candidates currently awaiting registration.

- 13.2 The first 'Aspiring Managers' group of 11 candidates have received their certificates.
- 13.3 The Neuro Linguistic Programming Forum continues to take place sharing good practice and supporting staff to implement learning across the Council.

#### **14.1.1 Building Capability and Capacity**

- 14.1 The Corporate Training programme has offered 21 training sessions on 12 topics between April and May 2016, with 213 delegates attending training this quarter. In terms of evaluation, from April to May 2016, 80% 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 during April and May 2016. 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, Early Help and Prevention Team, 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 Thirty Eight staff attended 9 sessions of Oracle training.

14.5 The Adults Service has received training sessions on the following topics:

- Control and Restraint for Heather Brae – 3 sessions, 30 attended,
- Liquid Logic – 4 sessions, 21 attended.

Thirty six Adults staff attended the Social Care Staff Workshop.

14.6 The Children and Families Service has received training sessions on the following topics:

- Promoting Children's Speech & Language Skills - 1 session, 17 attended;
- Communicating Effectively with Children – 1 session, 15 attended;
- Parental Substance Misuse – 2 sessions, 39 attended;
- Age Assessment – 1 session, 17 attended;
- CAF Assessment & Engagement– 1 session, 25 attended.

14.7 The Children and Families service has also received specific training for the following topics:

- ASYEs – Child Development, 16 attended;
- Service Managers and Team Managers Legal Training, 36 attended;

Sixty-nine Children & Families front line staff attended the Staff Conference, whilst ninety-three managers attended the Manager Briefing.

Twelve staff attended the Working Together - lunchtime seminar.

14.8 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 has undertaken a review of progression routes and specialist roles with the service to further develop the progression offer and this has been completed and signed off.

14.9 Assessed and Supported Year in Employment (ASYE): Adults: 15 currently registered on the programme. Children's: 17 currently registered.

## **15.0 Resourcing and Talent**

15.1 The Staffing Committee appointed the Executive Director of Places (formerly Executive Director of Economic Growth and Prosperity). Interim management arrangements are in place for the Director of Adult Services pending a review of the role.

- 15.2 A second open day was held on the 19<sup>th</sup> April 2016 at Congleton Town Hall, promoting opportunities in C4CE in the Congleton area. There were eleven visitors on the day leading to three applications, one of whom has been offered a position.
- 15.3 Two apprentices secured a position with the Council during Q1. Current number of apprentices is 34. Breakdown per service is COO – 15, Economic Growth and Prosperity – 6, Adult Social Care - 4, Children and Families - 6, Public Health – 1, Communities – 2. The majority of this cohort is working towards a Business Admin NVQ qualification.
- 15.4 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. The Graduate Development Programme members include both permanent staff recent graduates and graduate interns. A second cohort has recently launched bringing membership to 16 people.
- 15.5 There have been 27 student placements confirmed in Q1, 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.

## **16.0 Reward and Recognition**

- 16.1 Local government national pay negotiations for NJC Officers have concluded for the period 1 April 2016 to 31 March 2018. The individual basic salaries and salary scales of officers within scope have been increased by 1.0% with effect from 1 April 2016 and a further 1.0% with effect from 1 April 2017.
- 16.2 In addition, joint NJC discussions on the national pay spine, considering its ability to respond to the future needs of the sector and the progressive impact of the National Living Wage through to at least 2020 will shortly be commencing. These discussions are expected to continue over many months and updates will be provided to Staffing Committee.
- 16.3 To enhance the range of employee benefits an on-line “Rewards Centre” is due to be launched in July for staff. The externally hosted offering will provide a range of high street discounts to staff with over 6,000 different discounts and offers, such as well known high street stores, days out, holidays etc. Including discounts at over 120,000 stores including M&S, John Lewis, IKEA, Sainsbury's, Morrisons, B&Q etc. 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.

## **17.0 HR Policy Outline Work Programme**

- 17.1 The HR Policy work programme for 2016/2017 is underway as outlined in Appendix 2, outline and comprises three main elements:

1. Legislative Change
2. Strategic Review
3. Policy Review – a rolling review of existing HR policies.

17.2 A discussion took place at Staffing Committee on 21<sup>st</sup> April regarding companion support at Grievance, Bullying and Harassment hearings. This has been discussed with the trade unions and will now proceed to the Policy Reassurance Group for consideration.

## **18.0 Voluntary Redundancies – (Apr-May 2016 only due to report timing)**

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 Eleven people have left the Council under voluntary redundancy terms in Q1. The total severance cost, for all employees was £529,507, inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £1,649,650 (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 service area and total severance costs for Q1 is provided below.

Service area	Number of employees	Severance costs
Care4CE	1	54,103
Children's Services	3	217,697
Communities	4	85,720
Strategic Workforce Development	3	171,988
<b>Grand Total</b>	<b>11</b>	<b>529,507</b>

## **19.0 Education HR Consultancy**

19.1 The team was awarded "Team of the Month" in March. The award recognises that the team have gone above and beyond to deliver services in addition to

its core offering to its schools and academies and in the process have generated significant additional income.

- 19.2 The team produced a Summer Term Newsletter for schools and academies and also published the following policies Flexible Working and Work-Life Balance Policy and Procedure, Social Media Policy, Travel and Expenses Policy. The team also delivered an Attendance Management Training Course for School and Academy managers and a Safer Recruitment Training Course for Governors and Head teachers. In addition the team supported the Pension Automatic re – enrolment exercise which has been taking place.
- 19.3 Following the discussion at the last Staffing Committee meeting on the impact of Government's continual encourage or enforcement of schools to become Academies, a short paper on the white paper is provided in Appendix 3, for information.

## **20. Absence**

- 20.1 The overall absence rate between April and May 2016 (inclusive) was 1.78 days per FTE employee; 0.07 days higher than the same period in 2015/16.

### **21.0 Staffing Committee Working Groups**

#### **21.1 Absence 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 is due to meet again on 29<sup>th</sup> June.
- 21.1.2 The Working Group is currently focusing on reporting arrangements, the governance, challenge and scrutiny of managing attendance. An Audit of the application of the Attendance Management Procedure is nearing completion. Further updates will be provided to Staffing Committee.

#### **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 was held on May 2016 where the terms of reference were agreed and a review of the related policies commissioned to inform future direction.

#### **21.3 Pension Discretions and Exit Payments Review Working Group**

- 21.3.1 Staffing Committee has also established a Member/Officer Working Group to review the Council's pension discretions and to undertake a wider review of exit payments. The Working Group has so far met on 17<sup>th</sup> May and 7<sup>th</sup> June.

21.3.2 Following input from the Cheshire Pension Fund, the Working Group has drafted a revised pension discretions policy which Staffing Committee are asked to approved on 5<sup>th</sup> July (a separate item on the agenda). In addition, a range of initial options and considerations have been explored in relation to the Council's Voluntary Redundancy terms and these are in the process of being shared with a wider group of stakeholders. In parallel to the review of exit payments, work is also underway to review the Council's use of Settlement Agreements. Further updates will be provided to Staffing Committee.

## 22. HR Performance Data (Apr-May 2016 only due to report timing)

### FTE by Directorate

#### Quarter 1 2016-17 Apr-May 2016 only due to report timing)

Directorate/Service	Apr-16		May-16	
	Headcount	FTE	Headcount	FTE
Public Health	25	22.2	24	21.6
Adults Social Care & Independent Living	972	754.5	959	743.0
Children's Services	1193	795.1	1189	792.1
Chief Operating Officer	1242	1052.9	1224	1037.0
Commissioning	42	39.2	43	39.6
Corporate Resources and Stewardship	502	440.2	491	431.5
Democratic Services and Governance	85	57.2	83	55.6
Legal Services	62	53.6	64	55.6
Media (Communications and PR)	9	8.7	9	8.7
Commissioning and Client Support <sup>△</sup>	8	8	8	8
Communities	494	407.8	486	399.8
Apprentices	39	37.2	39	37.2
Economic Growth & Prosperity	342	266.0	350	269.3
Growth and Regeneration	86	79.5	84	78.1
Crewe – High Growth City	3	3.0	4	4
<i>Lifelong Learning</i>	10	8.2	12	10.2
Planning and Sustainable Development	71	67.4	71	66.4
Strategic Infrastructure	11	10.5	11	10.5
Countryside, Culture and Visitor Economy	159	95.4	165	97.1
<b>Cheshire East Council Total</b>	<b>3763*</b>	<b>2891.7</b>	<b>3747*</b>	<b>2876.2</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>: excludes PATROL. **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.

#### Quarter 1 2015-16 (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:** 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	% change from previous year excluding ASDV TUPE transfers out of CEC	FTE	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC
30 Apr 2009	6,522	n/a	n/a	4891.5	n/a	n/a
30 Apr 2010	6,155	-5.63	n/a	4582.8	-6.31	n/a
30 Apr 2011	5,860	-4.79	n/a	4385.4	-4.31	n/a
30 Apr 2012	5,449	-7.01	n/a	4080.2	-6.96	n/a
30 Apr 2013	5,103	-6.35	n/a	3880.7	-4.89	n/a
30 Apr 2014	4,403	-13.72	-6.87	3232.7	-16.70	-8.24
30 Apr 2015	3,812	-13.42	-0.88	2883.5	-10.80	0.45
30 Apr 2016	3,763	-1.29	-0.76	2891.7	0.28	0.98

Between April 2009 and May 2016, the overall Cheshire East Council employee headcount has reduced by 42.55%, and the overall number of FTE Cheshire East Council employees has decreased by 41.20%. Between April 2014 and May 2016 the overall Cheshire East Council employee headcount has reduced by 14.90%, and the overall number of FTE Cheshire East Council employees decreased by 11.03% over the same period; however the large (>10%) reductions in staffing between 2013 and 2014, and 2014 and 2015 are influenced by the TUPE transfer of employees to ASDVs.

### Leavers between April and May 2016

Reason for leaving	Headcount of leavers	FTE
Resignation	44	30.3
Voluntary Redundancy	14	13.0
Retirement (including Normal Retirement - 60/65, Early Retirement - Request)	6	5.7
Mutual Termination	2	2.0
Disciplinary	1	0.2
Unsatisfactory Probation	1	1.0
Deceased	1	0.5
Capability	1	0.4
End of Fixed Term/Contract without Benefits	1	1.0
<b>Total</b>	<b>71</b>	<b>54.2</b>

The Cheshire East turnover between April and May 2016 was 1.9%. 61.97% of all leavers (*headcount*) between April and May 2016 left following resignations, 19.72% following voluntary redundancies, and 8.45% following retirements.



### Working days lost due to sickness absence:

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

#### **Absence within month – year to date figures:**

	Apr	May	Jun
Q1 2016/17	0.88	0.57	Pending
Q1 2015/16	1.04	0.80	0.93

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

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

	Apr	May	Jun
Q1 2016/17	0.88	1.78	Pending
Q1 2015/16	1.04	1.71	2.61

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

The cumulative average days lost to sickness, per FTE employee, at the end of May 2016 was 0.07 days higher than the same period in 2015/16. **Note:** in month absence figures cannot be combined to produce the cumulative absence levels due to back-dated changes within the Oracle system (e.g. absence events entered/closed and/or changes that affect the FTE figure used within the calculations)

### Redeployment

A summary of the support offered to employees who were placed at risk during this period is included below as well as information about the reasons for redeployment being required, a summary of numbers placed at risk and the outcome of the redeployment.

Employees have been offered the opportunity for support with writing CVs and interview skills through the job centre and have been notified of external opportunities as and when we have been notified of them.

Close working with the supported employment team ensured that where this group of staff need additional support / advocacy, this was offered. One long serving employee who is a wheelchair user has been offered employment through this work.

<b>Staff who are at risk as at 31 May 2016</b>	<b>Adults</b>	<b>Childrens</b>	<b>Comm-unity</b>	<b>COO</b>	<b>E G P</b>	<b>Grand Total</b>
Closure of unit		2				2
On work trial	1					1
Restructure			1			1
Secondment				2		2
<b>Grand Total</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>		<b>6</b>

<b>Outcome of redeployment April – May 2016</b>	<b>Adults</b>	<b>Childrens</b>	<b>Comm- unity</b>	<b>COO</b>	<b>P H</b>	<b>Grand Total</b>
Dismissed (ill health capability Closure of unit	1					1
Redeployed to permanent post	3			1		4
Redeployed to temporary post	1			2	1	4
Voluntary Redundancy Restructure			3			3
Resigned / left / mutual termination Secondment	1	1		4		6
Retained in team following restructure		6				6
<b>Grand Total</b>	<b>6</b>	<b>7</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>24</b>

### 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. There have been no member appeals during the Q1 of 2016/17.

#### Summary of current formal case work:

	<b>Capability</b>	<b>Disciplinary</b>	<b>Grievance</b>	<b>Dignity at Work</b>	<b>ET</b>
As at June2015	3	12	3	1	0
As at Sept 2015	4	6	2	0	0
As at Dec 2015	4	2	1	0	1
As at March 2016	5	2	6	1	1
As at May 2016	4	2	3	1	1

#### Summary of closed formal case work during period.

	<b>Capability</b>	<b>Disciplinary</b>	<b>Grievance</b>	<b>Dignity at Work</b>	<b>ET</b>
Apr - May 2016	1	1	4	0	0

#### Summary of new formal case work during period.

	<b>Capability</b>	<b>Disciplinary</b>	<b>Grievance</b>	<b>Dignity at Work</b>	<b>ET</b>
Apr – May 2016	0	1	2	0	0

## **23. Access to Information**

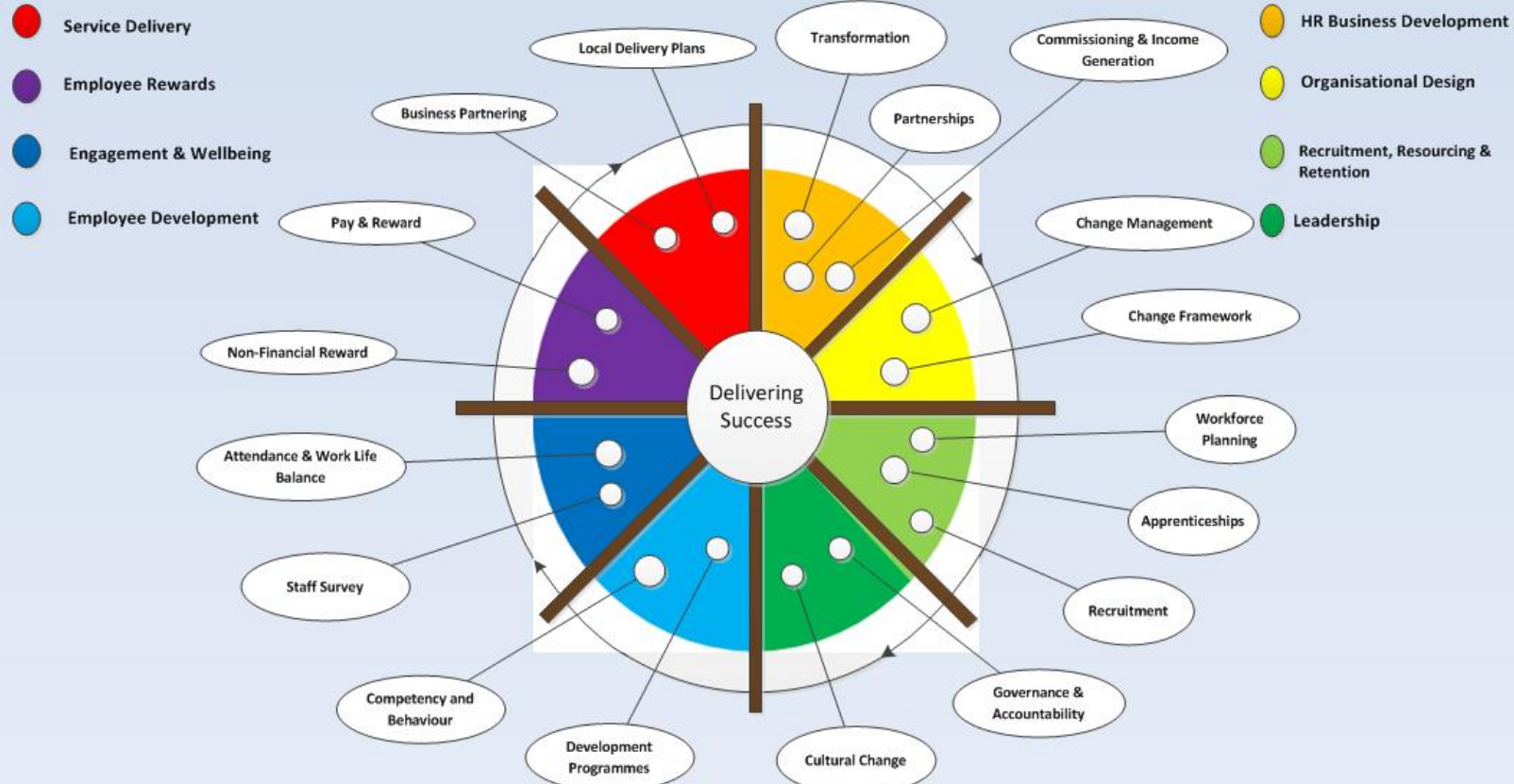
The background papers relating to this report can be inspected by contacting the report writer:

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## Appendix 1

# People Plan 2016/2017

Placing the right people in the right places at the right times



Responsibility

Accountability

Teamwork

Professional Knowledge

Customer Focussed

Timely

Performance

Targets

## **Appendix 2 –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 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.

	<b>Q 1 Apr- Jun</b>	<b>Q2 Jul- Sep</b>	<b>Q3 Oct - Dec</b>	<b>Q4 Jan- Mar</b>
<b>1. LEGISLATIVE CHANGE</b>				
<b>1.1 Public Sector Exit Payment Recovery</b>		tbc		
<b>1.2 Public Sector Exit Cap</b>			Oct earliest	
<b>1.3 Wider Reforms to Public Sector Exit Payments</b>				tbc
<b>1.4 Gender pay gap reporting</b>			Oct 2016	
<b>1.5 Code of Practice on English language</b>			Oct 2016	
<b>1.6 Trade Union Bill Implementation</b>		July earliest		
<b>2. STRATEGIC REVIEW</b>				
<b>2.1 Strategic Review of Attendance Management</b>				
<b>2.2 Policy Reassurance Group</b>				
<b>2.3 Pension Discretions and Exit Payments</b>				
<b>2.4 Total Reward Review</b>				
<b>3. POLICY REVIEW</b>				
<b>3.1 Performance and Conduct</b>				
<b>3.2 Family Friendly</b>				
<b>3.3 Pay/ Reward/ Benefits</b>				
<b>3.4 Health and Wellbeing</b>				
<b>3.5 Attendance/ Time Off</b>				
<b>3.6 Recruitment / Vacancies</b>				
<b>3.7 Leaving the Council</b>				
<b>3.8 Contract / Changing job</b>				

### **Appendix 3 –Education Excellence Everywhere – White Paper Overview**

The Education Excellence Everywhere White paper still makes it very clear that the Government's objective is to have all schools convert to academy status. The government has set out that there will be no compulsory requirement for a school to convert to academy if they are good/outstanding schools, in good LA's and where the LA is viable. Where these conditions are not met then there would be a requirement to convert.

The role of the local authority will be confined to three areas:

- Ensuring every child has a school place
- Ensuring the needs of vulnerable pupils are met
- Acting as champions for all parents and families

The Act also makes it clear that LA staff can provide support and services to Academies, Multi Academy Trusts and Free Schools but not as LA employees. This suggests that support in future would be delivered by staff employed directly by Multi Academy Trust's or by separate legal entities e.g. Trusts or Limited Companies. The Government's preferred model appears to be Multi Academy Trusts and it is conceivable that once a MAT reaches a particular number of schools they will be able to employ staff to provide support services directly rather than buying it in from the LA or another provider. This would create opportunities for staff currently employed in LA's to move to work within a MAT. As the number of maintained schools diminishes under this system Local Authorities are likely to reach a tipping point where their own in house support services become unviable. Some authorities have already reached this point and the Act will require schools in such areas to convert.

Education HR Consultancy at September 2015 obtained buy back from 90% of Cheshire East schools and academies, Health and Safety had slightly higher buy back at 94%, schools and academies have recently started buying back for 2016/17, final buy back position is not likely to be clear until the end of the academic year. Given the proposals set out by the Government for the future it is quite possible that services to schools and academies will not be delivered in the same way as they are at present, this will be true in all authorities. There is scope for collaboration between authorities in delivering school services and this makes practical as well as economic sense. Work of this kind has already started within the Greater Manchester area and is sure to continue in other areas of the country. Schools and academies will only continue to buy back services if they are high quality and value for money and this will be an ongoing challenge in the future.

There is currently some work being undertaken by the Council to consult and engage with schools and academies on what the future relationship between the council and schools and academies should look like, this will include provision of support services such as HR Consultancy and Health and Safety.