

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 26 January 2017
Report of: Head of Strategic HR
Subject/Title: People Plan 2016/2017 – Q3 Update Report

1.0 Report Summary

- 1.1 To update the Committee on progress with the Council's People Plan 2016/17, to include Health and Safety, Human Resource (HR) and Organisational Development (OD) items.

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 WORKFORCE PRIORITIES

10.1 Placing the right people in the right places at the right times, is at the heart of the Council's success. To support and enable the delivery of the Council's ambitious plans, eight strategic workforce priorities come together to form the Council's People Plan 2016/17, which are summarised below:

1. **HR Business Development** – to ensure the Council's HR service is in the best position to fully support the delivery of business priorities and exploit further business opportunities.
2. **Organisation Design** – to provide change management support to services, enabling our workforce to be flexible and adaptable in a rapidly changing local, regional and national environment.
3. **Recruitment, Resourcing and Retention** – to deliver a strategic workforce assessment and plan that ensures the Council has the right people with the right capabilities, skills and attitudes in the right places at the right time to deliver organisational objectives.
4. **Leadership** – to develop and implement a leadership and management model and strategy which increases leadership presence, governance and accountability.
5. **Employee Development** – to continue to develop highly skilled and competent professionals who operate safe practice and risk awareness, and can work effectively across internal and external boundaries as the structure and form of public service changes.
6. **Engagement and Wellbeing** – to build from the findings of the Staff Survey 2016, with particular focus on improving staff wellbeing, resilience and attendance management, to ensure our workforce are engaged and performing at the highest level.
7. **Employee Rewards** – to review and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
8. **Service Delivery** – to enable staff to work in a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential and put residents first.

10.2 A copy of the People Plan is attached at Appendix 1 to this report. It outlines the main priorities for each HR service area and provides Q3 updates on progress. The plan has also been assessed for progress using a RAG rating (as summarised below) in the first column of the report to illustrate status.

Red - Significantly off track

Amber - Some delay

Green - On track / completed

11.0 STAFFING COMMITTEE WORKING GROUPS

11.1 Absence/Attendance Management Working Group

- 11.1.1 The attendance management working group continues to meet to ensure the effective management of attendance and sickness absence across the Council. In accordance with the terms of reference analysis has been undertaken to identify 'hot spots' and areas for improvement. Reporting arrangements have been strengthened to enable more effective governance. A detailed programme of work has been agreed by the working group to ensure that work continues to further implement attendance progress, this includes wellbeing initiatives and a comprehensive review of the attendance management policy and procedure.

11.2 Re-assurance Working Group

- 11.2.1 A report summarising the findings and recommendations of the Reassurance Working Group is contained as a separate item on the Staffing Committee agenda.

11.3 Pension Discretions and Exit Payments Review Working Group

- 11.3.1 The Group met again in November 2016 to explore further the options and considerations in terms of the Council's Voluntary Redundancy terms and use of Settlement Agreements. This work will be considered further with the Portfolio Holder as clarity emerges from the continued Government consultation on Exit Payments and will be progressed as appropriate during Q4. The Working Group can now be brought to a close.

12.0 HR PERFORMANCE DATA (Q3) 01.10.2016 – 31.12.2016

Health and Safety

ACCIDENT & INCIDENT QUARTER 3 SUMMARY 01.10.16 – 31.12.16

		Corporate Core Employees AVERAGE: 3697	Schools Employees AVERAGE: 3695
Accidents	Employees	82	45
Accident Rate Factor (Employees) AVERAGE		7.4%	4.1%
	MOTP	251	299
Incidents	Employees	49	6
	MOTP	123	15
A&I Total		505	365

		Corporate Core	Schools
RIDDOR	Employees	1	3
	MOTP	0	2
RIDDOR Total		1	5

RIDDOR details are as follows:

Schools - employees: 1 member of kitchen staff cut her thumb whilst slicing vegetables; one slipped and sustained a back injury and one was injured whilst lifting and handling equipment. All 3 employees were incapacitated for more than 7 days.

Schools – pupils: 1 sustained a badly broken arm whilst using the trampoline and the other cut their hand on a sharp piece of wire in fencing.

Corporate – employee: a gardener at Tatton Park cut their hand on some glass. The injury required surgery to repair the damage.

No Health and Safety Executive (HSE) investigations involving the Authority were carried out during Quarter 3.

13.0 HR PERFORMANCE DATA (Q3) 01.10.2016 – 31.12.2016

13.1 Headcount/FTE trend (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
31 Dec 2016	3,690	n/a	n/a	2874.3	n/a	n/a

Between April 2009 and December 2016, the overall Cheshire East Council employee headcount has reduced by 43.4%, and the overall number of FTE Cheshire East Council employees has decreased by 41.2%. Between April 2014 and December 2016, the overall Cheshire East Council employee headcount reduced by 16.2%, and the overall number of FTE Cheshire East Council employees decreased by 11.1% over the same period; however, as described previously, the larger (>10%) reductions in staffing between both 2013 and 2014, and 2014 and 2015 includes staff TUPE transferring to ASDVs. Within the current financial year, between April and December 2016, the overall Cheshire East Council employee headcount has reduced by 1.9%, with the number of FTE Cheshire East Council employees reducing by 0.6% over the same period.

13.2 Employee turnover, by financial year, since 2009-10 (whole Council – excluding schools and casuals)

Financial Year	Employee Turnover (all leavers, inc. TUPE transfers, as % of all employees)	% of <u>all</u> leavers in period resulting from resignations	Resignation <u>Only</u> Employee Turnover (as a % of all employees)	Number of Staff Resignations (based upon Oracle database records)
2009-10	13.2%	46.5%	6.2%	390
2010-11	15.5%	38.9%	6.0%	362
2011-12	14.7%	37.0%	5.4%	307
2012-13	12.5%	49.3%	6.1%	324
2013-14	21.4%	34.7%	7.4%	354
2014-15	25.1%	29.2%	7.3%	301
2015-16	14.9%	53.9%	8.1%	305
2016-17 (up to end Q3)	8.9%	68.8%	6.2%	229

Note: the figures presented in the above table have been calculated by comparing the headcounts from the table in section 13.1 with new leavers reports taken from the Oracle database – due to backdated changes in Oracle the figure presented above may, therefore, vary from those previously reported.

The Cheshire East employee (*excluding schools, casuals, agency workers and interims*) turnover between April and December 2016 was 8.9%; 68.8% of all leavers (headcount) so far during 2016-17 have resulted from resignations, 12.3% following

retirements and 5.7% following Voluntary Redundancies (based upon the “leaving reasons” specified within Oracle).

13.3 Voluntary Redundancy

Two people have left the Council under voluntary redundancy terms in quarter 3, one of whom held posts within the management grades (Grade 10 or above). The total severance cost for both employees was £344,280£54,720 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £1,195,947£160,568 (which is the combined accumulated costs of the deleted posts).

Year	Number of voluntary redundancies
2009 - 2010	280
2010 - 2011	399
2011 - 2012	264
2012 - 2013	94
2013 - 2014	124
2014 - 2015	30
2015 - 2016	98

Apr - Dec 2016	17
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13.4 Working days lost due to sickness absence:

Financial Year	Calculated days lost to sickness absence per FTE employee – full financial year	Calculated days lost to sickness absence per FTE employee – cumulative in year absence at end of quarter 3
2011-12	11.67	8.30
2012-13	12.03	9.07
2013-14	11.33	8.34
2014-15	11.97	8.87
2015-16	11.14	8.02
2016-17	n/a	8.32

At the end of December 2016, over the first 9 months of the 2016-17 financial year, the cumulative average days lost to sickness, per FTE employee, was 0.3 days higher than the same point in 2015/16, but 0.55 days lower than the same stage in 2014/15.

13.5 **HR Casework –**

The HR Team continues to work with management to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to 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 Q3 of 2016/17.

Summary of current formal case work:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at June 2015	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
As at Sept 2016	4	0	1	1	1
As at Dec 2016	5	8	6	1	0

Summary of closed formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Oct - Dec 2016	2	0	0	0	1

Summary of new formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Oct - Dec 2016	3	8	5	0	0

14.0 **Access to Information**

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

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