

Staffing Committee

Date of Meeting: 23 January 2020

Report Title: HR and Health & Safety Update

Senior Officer: Jane Burns, Executive Director of Corporate Services

1. Report Summary

- 1.1. The purpose of the report is to ensure Members are briefed on key Human Resource/Organisational Development and Health and Safety developments.

Recommendations

- 1.2. That Staffing Committee note the report.

2. Reasons for Recommendations

- 2.1. To ensure Members are kept up to date with Human Resource/Organisational Development and Health and Safety developments and that the Committee's Terms of Reference are followed.

3. Other Options Considered

- 3.1. Not applicable.

4. Background

- 4.1. The Committee's current remit is to review regular updates on performance information, in order to assess the effectiveness of current Human Resources, Organisational Development and Health and Safety policies and practices.

NJC Pay

- 4.2. Following the national agreement work has been undertaken with the trade unions to implement the National Pay award and the new NJC Pay Structure. Further work with the trade unions is planned, to deal with some long-standing anomalies and this work will begin shortly.

Exit Interviews

- 4.3. In order to improve the data available relating to the reasons employees leave the organisation, an electronic exit interview form has been created. The form does not replace the exit interview conversation but will complement the current process and provide another opportunity for staff to share their views and experiences. A paper version of the form will be available for employees who are not able to access the electronic version.
- 4.4. The improved process will enable the HR Service to collate data and monitor trends, addressing any areas of concern within the organisation. The new process is scheduled to go live in January 2020 and further information will be shared with Staffing Committee in due course.

Mutually Agreed Resignation Scheme

- 4.5. The Mutually Agreed Resignation Scheme (MARS) policy was approved by Cabinet in February 2018.
- 4.6. MARS is a scheme which will help the Council to meet its financial challenges including salary costs, workforce reductions, service redesign, and other efficiency needs. The scheme forms part of a suite of policies and procedures that allow staff to exit the organisation. However, it is not linked to statutory schemes such as redundancy, or the Local Government Pension Regulations.
- 4.7. The second window for applications from interested staff opened on 16 September 2019 and closed on 30 September 2019.
- 4.8. 84 applications were received from employees across the organisation. One person withdrew their application early in the process and a further seven did not meet the eligibility criteria to proceed. Of the 76 applications considered, 21 applications were approved. One successful applicant decided not to accept the offer. Appendix 1 shows the Equality Impact Assessment for the 2019/2020 MARS cycle.
- 4.9. The dates of leaving have been determined on an individual basis to take account of the needs of the business and, where appropriate, the needs/special circumstances of the applicant.
- 4.10. Most of the successful applicants' leaving dates have been determined by their statutory or contractual notice period.
- 4.11. Where an earlier date has been agreed with applicants, appropriate pay in lieu of notice will be paid with deductions for income tax and National Insurance for any period of unworked notice; this will be in addition to the MARS payment.
- 4.12. The summary of the financial information is shown in the table below:

	<-----2019/20----->				2020/21
	MARS Payments to be met by Services	Pay in Lieu of Notice Payments to be met by Services	Salary Saving to Services	Net Cost/(Saving) to Services	Sum of Budget to be withdrawn from Services
	£	£	£	£	£
TOTAL EXPENDITURE/SAVINGS	318,734	36,560	(185,461)	169,833	(636,669)
CORPORATE SAVINGS TARGETS					
2019/20 Savings Target				(250,208)	
2019/20 Savings Target carried forward					(250,208)
2020/21 Savings Target					(150,000)
Pressure against 2019/20 Corporate Outturn				420,041	
Savings over and above target 2020/21					(236,461)

Attendance Management Update

- 4.13. Attendance Management continues to be a high priority for the Council. The Wellbeing and Attendance Management Policies and Procedures are used in conjunction with each other to proactively promote health and well-being at work and to provide appropriate support for employees when they are absent from work.
- 4.14. A governance framework has been established and regular information is scrutinised at Directorate Management Teams, line managers and HR representatives as well as regular reports to the Corporate Leadership Team and Staffing Committee.
- 4.15. The governance framework also provides the basis to enable appropriate monitoring of absence levels and proactive action in relation to the target of 10 days absence per FTE in 2019/20.
- 4.16. The absence level at Q3 is 7.83 days' absence per FTE (paragraph 4.52). This is slightly higher (0.17 days) than for the same period in 2018/19 but lower than the previous year.
- 4.17. For Q3, the main reasons for long term absences are due to mental health conditions with the two reasons with the highest absence being identified as stress and anxiety/fatigue/exhaustion; these are followed by medical examinations/operations, bereavement and chronic conditions. The main five reasons for short term absence are all common ailments including; cold, vomiting, stomach/intestine problems, chest infections and viruses. The recorded reasons for absence are as reported by the employee and/or on a fit note from their GP.
- 4.18. The Attendance Management Procedure sets out a structured approach for supporting employees whilst they are absent and during their return to

work. Managers consider the recommendations of Occupational Health reports and the identified measures/actions from risk assessments for implementation to provide a supportive working environment to enable a successful return to work as well as avoid/minimise further absences. Managers can also receive advice, guidance and support at formal meetings from Human Resources.

- 4.19. The HR Delivery Team is working closely with managers to manage and support employees who have both short and long term absences, to identify and address trends on an individual and team basis, as required.
- 4.20. The attendance management workshops have been updated and refreshed. Since June 2019 when the new policy and procedure was implemented, the workshop has been delivered 3 times; delivery will be on-going with a commitment to enabling all new managers to undertake this training within their first 6 months in post. An e-learning package is currently being developed within Human Resources.
- 4.21. There is support for employees who are absent from work on short and long term sickness. This support includes regular update/contact with line managers as to their progress and support, return to work interviews, Occupational Health consultations, stress and general risk assessments as required. Employees can also access support and advice through the Council's Employee Assistance Programme. These support measures are used for physical and mental health sickness absences.
- 4.22. Attendance Management drop-in sessions took place in October 2019 with a focus on supporting managers in holding hold timely and meaningful return to work interviews, making Occupational Health referrals and completing stress risk assessments. These are key activities in supporting absent colleagues to return to work successfully and to avoid potential recurrences of absence from work.
- 4.23. Regular attendance management review meetings with HR Delivery representatives for the Directorates have been established. The purposes of the meetings are to:
 - Monitor that the Attendance Management procedure is being followed in a timely manner with appropriate HR support;
 - Have specific focus on the process for managing short-term absences and how to improve attendance in this absence category;
 - Ensure that the management of long term sickness continues to be embedded.
 - Identify specific training/support needs required by individual/groups of managers in relation to the Attendance Management Procedure and associated activities;

- Agree specific actions to support managers and address potential barriers to Attendance Management;
 - Work in conjunction with the wider HR service to meet identified training/support requirements in an appropriate and timely way.
- 4.24. At the Brighter Futures Champion meeting in January 2020, feedback will be sought from the BFT Champions in respect of:
- the initiatives that have been already taken place to provide additional support to managers e.g. the drop-in sessions on the process and more specific, focussed aspects areas; and
 - to explore other initiatives/topics that the group feel would be useful to support attendance management from both a manager and employee perspective.
- 4.25. There is an on-going development of the management information provided and analysis of absence data to enable Executive Directors and Directors to understand the potential issues in their areas and the appropriate support/action plans to address them to reduce absence levels across the organisation. Consideration will need to be given to Data Protection with personal information being shared more widely within the Directorates.

Education HR Consultancy

- 4.26. The Council is offering the opportunity to buy-back Education HR Consultancy Services in an increasingly competitive market. Currently 92 schools and academies buy back the service,
- 4.27. The HR Consultancy Service provides advice and support to head teachers and governing bodies on the full range of HR matters such as disciplinary, grievance, performance management, pay and conditions for teachers and head teachers. In addition, it offers a number of training interventions with the aim of increasing income.
- 4.28. During the 2019/20 academic year, training workshops have been successfully delivered and well received by delegates including:
- Performance Management as part of the Governor Training Programme;
 - Safer Recruitment accredited training as well as a shorter refresher session for those who have already attended the full training. Both of these workshops will be delivered again during the academic year.
- 4.29. A questionnaire has been sent to schools who have bought the HR

Consultancy Service and to those that did not. The data collected will be analysed and used to shape the Service moving forward.

Brighter Future Transformation Programme (Culture)

- 4.30. Following the LGA culture review, the Council accepted the twelve recommendations and these were addressed through the Brighter Future Culture Programme. All the recommendations have been addressed and work continues to embed the vision for workplace culture, values, behaviours and employee deal across the Council.
- 4.31. An embedding plan has been created and progress is tracked through the Brighter Future Cultural Workstream Board and Brighter Future Culture Steering Group.
- 4.32. Work continues with our Brighter Future Community Champions. There are 104 Champions from across the organisation and the Council continues to meet with them on a monthly basis. The Deputy Leader attended the Brighter Future Community meeting on 11th December 2019 and the Leader attended the meeting on 9th January 2020. The conversation focused on workplace culture, how a committee system works and the Council's carbon neutral aspirations. Positive feedback was received following both sessions and it is planned for councilors from the Member Forum to attend these meetings on a regular basis.
- 4.33. The Brighter Future Champions have supported managers in sharing the results of The Big Conversation survey by encouraging the teams to participate in the conversations, along with identifying actions for improvement. A toolkit has been co-created with the Champions to support this.
- 4.34. The Member Forum met on 16th December 2019. A revised Terms of Reference was agreed and work will commence on creating a Member Survey, to establish how well the Member Behaviour Framework has been embedded with elected Members.

Recognition

- 4.35. Engagement with the Council's recognition scheme continues to grow. The number of 'Made my Days' sent in 2019 totals 2,330 which is a 1000 more than the previous year.
- 4.36. At the very beginning of the development of our Culture Programme, feedback from staff suggested that a simple thank you would demonstrate that their hard work had been recognised. This was included as a commitment within our employee deal.
- 4.37. These results help to highlight how well our Culture Programme is embedding in the organisation as part of the wider Brighter Future

Transformation Programme, with staff recognising the huge difference it can make to a colleagues day by sending this token gesture.

- 4.38. The annual 'Making a Difference for a Brighter Future Together' awards took place on 17th December 2019. This was an opportunity to recognise individual staff and teams from across the organisation that have showed their commitment to the Council's vision for workplace culture by living the values, demonstrating the behaviours and upholding the employee deal. The event was well attended and a great way to celebrate success.
- 4.39. Over one hundred and fifty nominations were received in 2019, an increase on the previous year. All nominees received a certificate and pin at a presentation event held in November and the finalists were invited to the awards event.
- 4.40. In November, the Council recognised employees that reached 25 years service in 2019. The new look lunch-time event incorporated ideas and feedback that had been received during the conversations that took place as part of the Brighter Future Together (Culture) programme and positive feedback has been received.

Apprenticeships

- 4.41. The Council's apprenticeship programme offers a variety of apprenticeship standards across all three Directorates and its ASDVs. Since the Government's reforms to apprenticeships in April 2017, 51% of those apprentices who have successfully completed their training programme have gained full time employment at Cheshire East Council.
- 4.42. Apprentices nearing the end of their training programmes are supported to find employment at the Council or with other employers within Cheshire East through employability workshops and dedicated vacancy searches.

Health and Safety

- 4.43 The following tables provide data on the number of accidents and incidents reported and recorded across the first third quarter of 2019/20, including any events which have been reported under the Reporting of Injuries, Diseases, or Dangerous Occurrence Regulations (RIDDOR). Commentary is provided on specific accidents or incidents of note.
- 4.44 An incident is an event where no physical injury occurs, although this may still be reportable under RIDDOR depending on the circumstances.
- 4.45 Data is provided on events reported from Council staff, School Staff and Members of the Public (MOTP).
- 4.46 Data relating to the Council's Alternative Service Delivery Vehicles is not reflected in these figures. Data relating to Academies is also excluded;

Academies are responsible for their own accident and RIDDOR reporting.

4.47 Statistics are reported in relation to employee numbers. The Health and Safety Executive formula for calculating the Accident Frequency Percentage is followed:

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

100 (to show %)

Accidents reported during 2019/20 to end of Quarter 3

		Q1 2019-20		Q2 2019-20		Q3 2019-20	
		Council	Schools	Council	Schools	Council	Schools
<i>Average Head Count</i>		3,554	3,198	3,593	3,079	3,951	3,094
Employees	Accidents	68	27	67	13	66	23
	Number of RIDDOR Reportable Accidents	0	2	5	2	4	1
	Average Accident Rate Factor	19.13%	8.44%	18.65%	4.22%	16.70%	7.4%
MOTP	Accidents	140	87	200	71	224	76
	Number of RIDDOR Reportable Accidents	0	0	4	3	6	7
	Total Accidents	208	114	267	84	290	99

Incidents reported during 2019/20

	Q1 2019-20		Q2 2019-20		Q3 2019-20	
	Council	Schools	Council	Schools	Council	Schools
Incidents	133	13	122	7	105	30

Comparison to previous years

	2018/19		2019/20	
	Total Accidents and Incidents	RIDDOR Reportable Accidents	Total Accidents and Incidents	RIDDOR Reportable Accidents
Q1	577	4	468	2
Q2	268	2	480	14
Q3	849	4	524	18
Q4	838	1	-	-
	2,532	11		

Corporate Health and Safety Training Programme

Course	Number of Courses		Attendees (School)		Attendees (Council)	
	Q1 & Q2	Q3	Q1 & Q2	Q3	Q1 & Q2	Q3
Basic First Aid <i>3 Hours</i>	14	0	0	0	152	0
HSE First Aid Refresher <i>Half day</i>	0	1	0	0	0	12
First Aid Requalification <i>2 days</i>	2	2	5	5	6	17
Emergency First Aid at Work <i>1 day</i>	6	4	3	14	55	29
Combined Paediatric First Aid and First Aid at Work <i>3 days</i>	1	0	6	0	4	0
IOSH Leading Safely <i>8 hours</i>	1	1	10	6	0	0
IOSH Managing Safely <i>4 days</i>	0	1	0	6	0	2

IOSH Managing Safely Refresher <i>1 day</i>	0	2	0	7	0	5
PRIME Accident Reporting <i>3 hours</i>	1	0	6	0	9	0
Totals	25	11	30	38	226	65

Visits to schools

Type of School	Number of Schools Visits	Timing of Visit
Primary	20	Q3
Primary Academy	15	Q3
Secondary	0	Q3
Secondary Academy	1	Q3
Special	2	Q3
Special Academy	0	Q3
Local Exhaust Ventilation (LEV) Testing (Design and Technology and Science)	4 Science 3 Design and Technology	Q3
Training	0	Q3

HR Performance Data (Q1,2 and 3 2019/20)

Headcount & FTE (Excluding schools, agency workers and casuals)

Date	Headcount	Change from Previous Year (%)	Change from previous year excluding ASDV TUPE Transfers (%)	FTE	Change from Previous Year (%)	Change from previous year excluding ASDV TUPE Transfers (%)
30 Apr 2012	5,449	-7.01	NA	4080.2	-6.96	NA
30 Apr 2013	5,103	-6.35	NA	3880.7	-4.89	NA
30 Apr 2014	4,403	-13.72	-6.87	3232.7	-16.70	-8.28
30 Apr 2015	3,812	-13.42	-1.01	2883.5	-10.80	-0.19
30 Apr 2016	3,763	-1.29	-0.74	2891.7	0.28	1.02
30 Apr 2017	3,623	-3.72	NA	2835.3	-1.95	NA
30 Apr 2018	3,587	-0.99	NA	2824.5	-0.38	NA
30 Apr 2019	3,556	-0.86	NA	2767.5	-2.02	NA
31 Dec 2019	3,591	NA	NA	2795.9	NA	NA

- 4.48 Between April 2012 and December 2019, both the overall employee headcount and the number of FTE employees decreased by 34.1% within the Council. Between April 2014 and December 2019, the headcount reduced by 18.4% while the number of FTE employees decreased by 13.5%. As described previously, the larger reductions in staff figures between both 2013-14 and 2014-15 can be attributed to staff TUPE transferring to ASDVs. During the current financial year, the overall Council headcount and number of FTE employees have both increased by 1%.

Leavers & Turnover (Excluding schools, agency workers and casuals)

Financial Year	Overall Headcount of Leavers	Overall Employee Turnover (%)	Headcount of Leavers without TUPE Transfers	Turnover without TUPE Transfers (%)
2009-10	838	13.2	838	13.2
2010-11	931	15.5	931	15.5
2011-12	830	14.7	830	14.7
2012-13	657	12.5	657	12.5
2013-14	1019	21.4	650	13.7
2014-15	1030	25.1	506	12.3
2015-16	566	14.9	545	14.4
2016-17	458	12.3	458	12.3
2017-18	402	11.1	391	10.8
2018-19	389	10.9	376	10.5
Q3 2018-19	313	8.7	300	8.4
Q3 2019-20	279	7.8	274	7.7

- 4.49 The table above shows the total leaver headcount between April and December 2019, including those who TUPE transferred to ASDVs. Overall employee turnover is therefore 7.8%; this is lower than turnover during the same period in 2018-19 but may be affected by an increase in the headcount during the current year. If TUPE transfers are analysed separately, there were 274 leavers during the first three quarters of 2019-20, and turnover for all other leaving reasons was 7.7%. There were 199 resignations during the period, 8 of which were under the MARS scheme, and turnover as a result of resignation was 5.6%. This is lower than in 2018-19, when there had also been a MARS scheme which contributed to elevated leaver figures during the first quarter of that year.

Financial Year	Resignation Headcount	Employee Turnover by Resignation (%)
2009-10	390	6.2
2010-11	362	6.0
2011-12	307	5.4
2012-13	324	6.1
2013-14	354	7.4
2014-15	301	7.3
2015-16	305	8.1
2016-17	311	8.4
2017-18	287	8.0
2018-19	276	7.7
Q3 2018-19	222	6.2
Q3 2019-20	199	5.6

- 4.50 A broad distribution of leaving reasons is shown below, excluding TUPE transfers. The 'Unsatisfactory' category includes leavers due to unsatisfactory probation or performance, gross misconduct, or disciplinary action. 'Other' reflects mutual termination, death, or employees whose leaving reason is not given.

Leaving Reason	Headcount	Proportion of all Leavers (%)
Resignation	199	72.6
Retirement	33	12.0
Redundancy	6	2.2
End of Contract	7	2.6
Unsatisfactory	8	2.9
Other	21	7.7

Redundancy

- 4.51 Five people have left the Council under voluntary redundancy terms during the year to end of Quarters 3. The total severance cost was £126,615 inclusive of redundancy and actuarial costs. The annual full year saving for the Council is £312,172.

Year	No. of voluntary redundancies	No. of compulsory redundancies
2015 - 2016	98	1
2016 - 2017	22	1
2017 - 2018	22	1
2018 - 2019	19	1
2019 - 2020	5	0

BVPI 12: Days Lost to Sickness Absence per FTE Employee

Financial Year	Absence at the end of Q3	Full Year Absence
2011-12	8.30	11.67
2012-13	9.07	12.03
2013-14	8.34	11.33
2014-15	8.87	11.97
2015-16	8.02	11.14
2016-17	8.32	11.14
2017-18	8.31	11.18
2018-19	7.66	10.27
Q3 2019-20	7.83	NA

- 4.52 The table above shows the cumulative absence rate for Cheshire East Council between the beginning of the financial year and the end of December 2019. The current figure of 7.83 days lost per FTE employee is higher than the figure for the same period during 2018-19, but lower than in previous financial years. This is not unexpected given that absence was also higher at the end of the first and second quarters of 2019-20 compared with 2018-19, and may be the result of an increase in headcount and FTE during the current financial year.

HR Casework

- 4.53 The HR Team continues to work with managers to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes to concerns raised. The table below sets out those cases that were considered through HR formal procedures. There have been three member appeals during the period April to December 2019.

Summary of current formal case work by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET
March 2019	1	2	2	2	1
June 2019	0	10	4	3	1
September 2019	0	9	2	1	2
December 2019	0	6	4	2	1

ET = Employment Tribunal

Summary of closed formal case work during period by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Jan – Mar 2019	0	4	3	0	0
April - June 2019	1	2	1	2	0
July - Sept 2019	0	3	2	2	1
Oct – Dec 2019	0	7	0	0	0

Closed cases October to December – 2019

Type of	Information/Length of Case
Capability	None
Disciplinary	Concluded: 1 x 1 week; 1 x 6.5 weeks; 1 x 1 month; 1 x 3 months; 1 x 4.5 months; 1 x 6 months; 1 x 7.5 months
Grievance	None
Dignity at Work	None

- 4.54 With reference to the table above, casework matters are dealt with in as timely a manner as possible. There can be unavoidable slippage of time due to factors such as the general availability of the parties involved; for example, complainant, officers, trade union representatives as well as investigating officers. Longer term delays can be due to sickness absence. Three of the cases were concluded within a one month period.

Summary of new formal case work during period by employee

	Capability	Disciplinary	Grievance	Dignity at Work	ET
Sept – Dec 2018	0	5	2	4	1
Jan – Mar 2019	0	3	2	1	0
April - June 2019	0	10	3	3	0
July - Sept 2019	0	2	0	0	2
Oct – Dec 2019	0	4	2	2	1

5 Implications of the Recommendations

5.1 Legal Implications

Activity relating to the summaries in this report contributes to ensuring the Council's statutory HR and Health and Safety obligations are met.

5.2 Finance Implications

No financial implications arising from this report.

5.3 Policy Implications

Implications are dealt with in the body of the report.

5.4 Equality Implications

Implications are dealt with within the body of the report.

5.5 Human Resources Implications

Implications are dealt with in the body of the report.

5.6 Risk Management Implications

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

5.7 Rural Communities Implications

There are no implications for rural communities.

5.8 Implications for Children & Young People/Cared for Children

There are no implications for children and young people.

5.9 Public Health Implications

There are no implications for public health.

5.10 Climate Change Implications

There are no implications for climate change.

6 Ward Members Affected

6.1 No specific wards affected.

7 Consultation & Engagement

7.1 Implications are dealt with in the body of the report.

8 Access to Information

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

9 Contact Information

9.1 Any questions relating to this report should be directed to the following officer:

Name: Sara Barker

Job Title: Head of HR

Email: sara.barker@cheshireeast.gov.uk

1. Equality Impact Assessment of MARS applications

Cheshire East Council received **84** applicants, which represents 2.3% of total council employees.

The % of the total workforce applying for MARS is similar to 2018/19 (2.5%).

Directorate breakdown

Directorate		
	Total	% of Applicants
Corporate	23	27%
People	29	34%
Place	32	39%
Grand Total	84	100 %

The table shows the highest number of applicants came from Place (which was the case in 2018/19), which equated to 39% of applicants over all.

Grade breakdown

Grades		
	Total	% of Applicants
Up to Grade 7	44	52.5%
Grade 8 - 12	32	38%
Grade M5 and above/equivalent	8	9.5%
Grand Total	84	100 %

The majority of the applications came from the workforce at grades up to Grade 7 which also reflects the 2018/19 applications.

Gender breakdown

Of the overall applications, 73% were female and 27% were male. Whilst this does not reflect an even split between gender, it is broadly in line with the gender profile of the Council which is 75% female and 25% male.

Age breakdown

Cheshire East Council age profile			MARS Applicants age profile	
Age	Total	% of Workforce	Applicants	% of Applications
Under 20	20	0.6%	0	0
20 – 29	289	9%	1	1.1%
30 – 39	635	17.6%	4	4.7%
40 – 49	928	25.7%	16	19
50 - 59	1209	33.5%	20	23.8%
60 – 69	487	13.5%	40	47.6%
70 +	40	1.1%	3	3.8%
Total	3608	100%	84	100%

The table above shows the breakdown in age across Cheshire East Council's workforce and those that have applied for MARS. The applications received across the age groups do not reflect the age distribution of the whole workforce.

Those over 50 years of age represent 75% of all applicants with 47.6% falling within the 60-69 age bracket. Although MARS does not provide for the early release of pension on an unreduced basis for those age 55 years and over, the number of applicants in this age group may indicate an intention to request the early release of pension on a reduced basis i.e. with the individual bearing the reduction themselves.

Employees in the younger age groups are likely to have less service than those in the older groups. Employees with 1 - 6 years' service whose applications are approved are entitled to a lump sum amounting 12 weeks' pay with a further week's pay for each extra year's service (to a maximum of 26 weeks). This means younger employees may have been indirectly advantaged by the MARS payment schedule. However, as the age groups 20 – 29 and 30 – 39 show the lowest number of applicants, this has not occurred in reality.

2. Summary of Outcomes of Panel Meetings

a) Overall applications being considered

Directorate	Applications received	W/drawn	Not Eligible to Proceed	Eligible to Proceed
Corporate	23	0	0	23
People	29	1	1	27
Place	32	0	6	26
Total	84	1	7	76

b) Outcome of applications eligible to proceed

Directorate	Applications eligible to proceed	Agreed	Not Agreed	% Approved (eligible to proceed)
Corporate	23	10	13	43.5%
People	27	4	23	14.3%
Place	26	7	19	28%
Total	76	21	55	27.6%

One applicant withdrew their application after submission. A further 7 applications could not proceed as they were ineligible due to:

- Formal consultation commencing imminently;
- One applicant has resigned from their post and accepted another within Cheshire East Council.

Of the 76 applications that were eligible to proceed, 21 were recommended for approval; this represents 27.6% of those eligible.

This compares to 86 applications which were eligible to proceed in 2018/19, where 32 applications (37.2% of applications) were recommended for approval.