

Staffing Committee

Agenda

Date: Thursday 25th January 2018
Time: 2.00 pm
Venue: Committee Suite 1,2 & 3, Westfields, Middlewich Road,
Sandbach CW11 1HZ

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the top of each report.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**
2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

3. **Public Speaking Time/Open Session**

In accordance with Procedure Rules Nos.11 and 35 a total period of 10 minutes is allocated for members of the public to address the Committee on any matter relevant to the work of the body in question.

Individual members of the public may speak for up to 5 minutes but the Chairman will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.

Members of the public wishing to ask a question at the meeting should provide at least three clear working days' notice in writing and should include the question with that notice. This will enable an informed answer to be given. It is not required to give notice of the intention to make use of public speaking provision, however, as a matter of courtesy, a period of 24 hours notice is encouraged.

4. **Minutes of Previous Meeting** (Pages 3 - 6)

To approve the minutes of the meeting held on 26 October 2017

5. **Independent Culture Review - Notice of Motion Response** (Pages 7 - 12)

To consider the Motion

6. **HR and Health and Safety - Quarter 3 Update Report** (Pages 13 - 46)

To receive a report on the progress with the Council's People Plan 2017/18, including Health and Safety, Human Resource and Organisational Development items

7. **Wellbeing in Work Update** (Pages 47 - 50)

To receive an update report on Wellbeing in Work

8. **Apprenticeship Levy** (Pages 51 - 56)

To receive a report on the work undertaken to ensure Cheshire East Council meets the new statutory obligations for apprenticeship reforms

9. **Pay Policy Statement 2018/2019** (Pages 57 - 80)

To consider a report on the Pay Policy Statement for 2018/19 and make a recommendation to Council for approval and publication

10. **Director of Legal Services and Monitoring Officer - Recruitment**

To receive a verbal update

11. **Composition of the Staffing Appeals Sub Committee** (Pages 81 - 82)

To receive and agree an updated protocol for the Composition of the Staffing Appeals Sub Committee, reflecting current practice

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 26th October, 2017 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)
Councillor G Barton (Vice-Chairman)

Councillors G Baggott, D Brown, D Flude, J Jackson, M Parsons and
JP Findlow (substitute for Cllr R Bailey)

Councillors in Attendance

Councillor B Burkhill

Officers

Kath O'Dywer, Acting Chief Executive
Sara Barker, Head of Strategic HR
Rosie Ottewill, Organisational Development Manager
Therese Hynes, Senior Organisational Development Officer
Suzanne Antrobus, Team Manager Legal
Rachel Graves, Democratic Services Officer

The Chairman announced that there would be an item of urgent business to considered. He confirmed that, in accordance with Section 100B (4) (b) of the Local Government Act 1972, he was of the opinion that the item should be dealt with at the meeting. It would be dealt with in the public part of the meeting and the reasons for urgency would be recorded in the minutes of the meeting.

7 APOLOGIES FOR ABSENCE

Apologies were received from Councillor R Bailey.

8 DECLARATIONS OF INTEREST

Councillor J Jackson declared that she was a member of GMB and
Councillor D Flude declared that she was a retired member of UNISON.

9 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public in attendance wished to speak.

10 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting held on 13 July 2017 be confirmed as a correct record.

11 HR AND HEALTH AND SAFETY UPDATE REPORT

The Committee considered a report on the progress with the Council's People Plan 2017/18.

The report provided details on the progress with the main priorities for each HR service area in the People Plan, and on HR Performance Data for Quarter 2, which included headcount and employee turnover, voluntary redundancy and working days lost to sickness absence.

The report also provided a summary of accidents and incidents in Quarter 1 and Quarter 1 of 2017/18 and details of the RIDDOR reportable accidents.

The Committee noted the tragic incident at Tipkinder Park which resulted in fatal head injuries and offered their sympathy to the family of the deceased.

In relation to the table at paragraph 15.2 - Employee turnover by financial year since 2009-10, the Committee felt that it was complicated and requested that it be reviewed with the aim of simplifying it.

The Committee requested that details of compulsory redundancies be included in future reports.

The Committee noted the progress to date with the Apprenticeship Levy and requested that a report be brought detailing the budget, numbers of apprentices employed and how many remain with the Council once their apprenticeship is finished.

RESOLVED: That

- 1 the report be noted;
- 2 the Employee turnover by financial year since 2009-10 table be simplified for the April 2018 committee report;
- 3 details of compulsory redundancies be included in future reports;
and
- 4 a report be brought to the Committee in January 2018 on Apprenticeships.

12 WELLBEING IN WORK

The Committee considered a report on Wellbeing in Work.

The report detailed the work underway to improve staff wellbeing and resilience, to ensure the workforce was engaged and performing at the highest level.

The Wellbeing in Work 2017 programme had been launched in October 2017 and outlined the board range of policies and practices already in place. A monthly newsletter would be launched in November 2017, with each edition covering one of the five wellbeing in work areas, alongside hints, tips and other helpful information. The aim of the newsletter was to remind staff of what was already in place alongside the introduction of new initiatives.

The Employee Assistance Programme had recently changed supplier. Known as Workplace Wellness, it provided an independent and confidential helpline available 365 days a year with a 24 hour service either online or over the telephone. The Committee requested that it receive a report in 6 months on the usage of the Programme.

RESOLVED: That

- 1 the report be noted; and
- 2 an update on the Employee Assistance Programme be brought to the Committee in April 2018.

13 LGA CULTURAL REVIEW

In accordance with Section 100B (4)(b) of the Local Government Act 1972, the Chairman agreed that this item be considered as an item of urgent business in the light of the announcement made by the Leader of the Council at the meeting of Council on 19 October 2017.

The Leader of the Council had announced at the meeting of Council on 19 October 2017 that the LGA had been commissioned to carry out a review of the culture of the Council with particular regard to an ongoing perception that there were significant issues relating to bullying and harassment.

The Committee considered the draft Project Brief report which outlined the methodology and timescale for the review and made a number of suggestions in relation to them including that staff be selected randomly to take part in the focus groups; the interviewing of staff take place outside of the work environment; staff who have left within the last 24 months be included; and reference be made to the Member/Officer relationship.

RESOLVED: That

- 1 that the Project Brief report be noted: and
- 2 the following points be given consideration:
 - Random selection of staff for the Focus Groups
 - Interviews with staff to take place off site
 - Inclusion of staff who have left within the last 24 months
 - Reference made to Member/Officer relationship.

At the end of the meeting Councillor B Moran made the following statement

“I would just like to make a statement, if I may please, in the context of Culture, which relates to a Member’s item at last week’s Council meeting.

A particular Member acknowledged the Leader talking about this particular piece of work, under Leader’s Announcements, and it was welcomed. But at that time that particular Member did say that the Chair of Staffing Committee had sat on and not addressed issues of bullying and in particular the very sad incident at Macclesfield – the knife incident, as it has been called.

What I want to say to Members of the Committee, is that I completely refute these allegations. I have not sat on issues of bullying. I have not covered up, as some newspaper articles have reported, the incident in Macclesfield. Rather, I have actively encouraged Members to report incidents, through the Council’s established mechanisms.

I take particular exception to what was said at the Council meeting by that particular Member. The Leader is quoted publically saying: “reporting of individual incidents, such as in Macclesfield, where they are serious or shocking, fall outside the terms of reference of Staffing Committee. This incident was not covered up; it was dealt with responsibly and sensibly and through our established processes.”

I should like to make these points clear to Staffing Committee Members.

In response to the Member, at Council, Cllr Bailey (the Leader) did mention about the terms of reference and roles of Staffing Committee.”

The meeting commenced at 2.00 pm and concluded at 3.55 pm

Councillor B Moran (Chairman)

Cheshire East Council

Staffing Committee

Date of Meeting:	25 th January 2018
Report of:	Head of Strategic HR
Subject/Title:	Independent Culture Review - Notice of Motion Response
Portfolio Holder:	Cllr Paul Findlow

1. Report Summary

- 1.1. The purpose of this report is to consider and respond to the following motion which had been moved by Councillor D Bailey and seconded by Councillor D Flude at the Council meeting on 19 October 2017 and referred to Staffing Committee for consideration:

Independent Cultural Review

“Cheshire East Council has been beset by numerous allegations of bullying and harassment from its staff.

This Council claims to be an organisation that puts ‘Residents First’. In order to carry out such an objective in an effective and efficient manner, we rely on our staff to deliver the services our residents rely on. Therefore, the welfare of the people we employ must be front and centre of everything we do as an organisation. Currently, there are concerns that we may be failing them and it is incumbent on us as elected representatives to tackle the issue head on.

We reference the recent independent cultural review that took place in Essex Fire & Rescue Service as a good model for this Council to adopt. Through a robust process of investigative work into the practices of the Service, Irene Lucas CBE of DCLG was able to explore the historical causes that fostered such a toxic culture of harassment and intimidation that besieged the organisation for many years. Such a root and branch review of our organisation would be an agent of positive and transformative change for this Council, if we are brave enough to embark on such a path.

It is recommended that:

- Cheshire East acknowledges we have deep-rooted cultural issues in respect to the treatment of our employees in certain quarters.

- Cheshire East Council writes to the Department of Communities & Local Government acknowledging our problem with the bullying and harassment of our staff requesting that they appoint an individual or group of local Government experts, as in the example cited above, to conduct an independent cultural review.
- Cheshire East Council actively cooperate with the actors asked to undertake such a task providing resources where appropriate, working on a cross-party basis to support the review in a collaborative, meaningful and positive manner.
- Cheshire East Council begins to extensively work with its recognised trade unions, taking advice and recommendations from them where appropriate to enhance the welfare of our employees in and out of the work place.
- Cheshire East Council reaffirms and strengthens its commitment to those staff who decide to ‘whistle-blow’ on malpractices within the organisation.”

2. Recommendation

- 2.1 That for the reasons set out in this report, Staffing Committee notes and continues to fully support the Local Government Association (LGA) Independent Cultural Review and looks forward to receiving the review findings and recommendations at a meeting on 29th January 2018.

3. Reasons for Recommendation

- 3.1 An external independent culture review was commissioned jointly by the Leader and the Acting Chief Executive in October 2017 and this was undertaken by the LGA during November and December 2017. The purpose of the review is to provide an objective assessment of the current culture of Cheshire East Council, aspects of this that are positive and should be built on and identified areas for change and improvement. The review has particular regard to an ongoing perception that there are significant issues relating to bullying and harassment.
- 3.2 The review brings together information and insight from a range of sources including:
- An initial desk top research into relevant policies, documents and other sources of information.
 - A series of focus groups with staff, trade union representatives, senior managers, and cross-party Members
 - A small number of one to one interviews in relation to policy, strategic and council wide arrangements.
 - A short survey which all staff have been invited to complete.

- Staff could also email the independent reviewer in confidence, if they felt they had not had the opportunity / or felt concern about sharing their views through other channels.
- 3.3 The findings and recommendations from the independent cultural review are expected in January 2018.
- 3.4 The Council has also appointed Public Concern at Work (PCaW) to deliver additional whistleblowing support to complement its current arrangements and undertake the review of current arrangements. Bespoke support arrangements delivered by PCaW are in place for one year and commenced on the 1st October 2017 and includes the provision of an independent Whistleblowing advice line, a desk based review of current policy and procedures, benchmarked against the Whistleblowing Commission's Code of practice, PCaW's model policy and best practice guide and the opportunity to attend expert whistleblowing training workshops.
- 3.6 The Council's Audit and Governance Committee will receive regular updates on the progress of the independent whistleblowing review and support service, along with the action plan for improvement.

4. Background

- 4.1 Following work already underway, the Leader announced at the opening of Council on 19th October "with regard to culture, that work was continuing and that following on from the staff survey, the Council had commissioned an independent review by the LGA into the culture of the Council and particularly regarding allegations in respect of bullying and harassment. Terms of Reference had been developed and were currently with the LGA for comment and would be shared with Leaders of the opposition groups and the Trade Unions. It was anticipated that the review would commence at the end of the month and would be completed in December 2017."
- 4.2 A copy of the agreed Terms of Reference with the LGA has been published on the Council's Centranet.

5. Wards Affected and Local Ward Members

- 5.1. All Ward Members.

6. Implications of Recommendation

6.1. Policy Implications

- 6.1.1. Policy implications will be determined once the results of the independent culture review are available.

6.2. Legal Implications

6.2.1. Legal implications will be determined once the results of the independent culture review are available.

6.3. Financial Implications

6.3.1. Financial implications will be determined once the results of the independent culture review are available.

6.4. Equality Implications

6.4.1. Equality implications will be determined once the results of the independent culture review are available.

6.5. Rural Community Implications

6.5.1. Not applicable

6.6. Human Resources Implications

6.6.1. Human resource implications will be determined once the results of the independent culture review are available.

6.7. Health and Wellbeing Implications

6.7.1. Health and Wellbeing implications will be determined once the results of the independent culture review are available.

6.8. Implications for Children and Young People

Not directly applicable.

6.9. Overview and Scrutiny Committee Implications

6.9.1. Overview and Scrutiny Committee implications will be determined once the results of the independent culture review are available

7. Risk Management

7.1 Organisational culture is possibly the most critical factor determining the Council's capacity, effectiveness and longevity. Building a strong, positive, and supportive organisational culture is at the heart of employee wellbeing and significantly increases productivity, growth and retention.

7.2 In order to provide quality services to the residents and communities of Cheshire East it is imperative that the findings of the review provide an informed and balanced snapshot of how it feels to work for, and with, the Council, areas of strength that must be built upon and areas for improvement.

This will require officers, members, trade unions and partners to collaborate and actively work together, with a common goal of building a Council and culture we can all be proud of. Actions to mitigate any risks will be discussed and agreed as the findings of the review are shared.

8. Access to Information

- 8.1. [Independent Culture Review - LGA terms of reference.](#)

9. Contact Information

Contact details for this report are as follows:

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CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 25 January 2018
Report of: Head of Strategic HR
Subject/Title: HR and Health and Safety - Q3 Update Report

1.0 Report Summary

1.1 To update the Committee on progress with the Council's People Plan 2017/18 as at the end of quarter three, 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 2017/18, which are summarised below:

1. **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.
2. **Recruitment, Resourcing and Retention** – to review the Council's recruitment process and undertake a strategic workforce assessment. Create career pathway plans including talent management planning across the Council.
3. **Connected Council** – to develop and implement a leadership and management model and development strategy which increases leadership impact and facilitates cultural change.
4. **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.
5. **Engagement and Wellbeing** – to continue 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.
6. **Pay and Rewards** – to monitor and review approaches to pay to meet business needs and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
7. **Service Delivery** – to further develop and clarify the HR offer to ensure a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential.
8. **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.

10.2 A copy of the People Plan for 2017/18 is attached at Appendix 1 to this report. The People Plan 2017/18 is derived from the HR service plan and outlines the priorities which will be focused on to achieve each objective.

10.3 Staffing Committee Members are asked to note progress at the end of quarter three in delivering the People Plan for 2017/18 and to provide any feedback.

11. HR POLICY REVIEW

- 11.1 The review of the Council's HR Policies and Procedures continues to ensure the policies reflect best practice, are legislatively compliant and are user friendly for staff and managers to use consistently. In addition, the number of policies is being streamlined by grouping together policies into broader linked themes.
- 11.2 Work progresses on the first phase of the review which is focusing on the Council's core HR Policies grouped into three sequential topic areas as follows:
- | | | |
|---------------------|--------------------|---------------------------|
| 1a. Dignity at Work | 1b. Organisational | 1c. Attendance Management |
| 1a. Grievance | Change | 1c. Capability |
| 1a. Disciplinary | | |
- 11.3 It is proposed that the Council's current combined Grievance, Bullying and Harassment Policy becomes two separate policies to ensure appropriate focus on both Dignity at Work issues and other grievances that staff may raise. The launch of this group of policies will be supported by an e-learning module that all staff will be required to complete.
- 11.4 Included within the review of the suite of Organisational Change policies is a review of the Council's redundancy terms and the discretionary multiplier used. Consultation is underway with the Trade Unions and it is anticipated that revised arrangements will be introduced in 2018/19. The changes will require Cabinet approval and an in year amendment in due course, to the Council's published Pay Policy Statement in accordance with Section 38 of the Localism Act. Staffing Committee will be involved as appropriate as matters progress and further updates will be provided in due course.

12. MUTUALLY AGREED RESIGNATION SCHEME

- 12.1 The Council has already outlined, and is consulting on, in its pre-budget report (2018/21 MTFB Budget Proposal Summary) that it will aim to develop a local Mutually Agreed Resignation Scheme (MARS).
- 12.2 As background, the Council has a range of policies and procedures that allow staff to exit the organisation but many are linked to statutory schemes such as redundancy or the Local Government Pension regulations. In addition, there are a range of other schemes such as career breaks, voluntary reduced hours and secondment policies which do accord flexibility for staff during employment but do not provide full flexibility.
- 12.3 The principles for MARS have been developed from the NHS Staff Council Section 20 national agreement and was seen as recommended good practice for NHS Trusts to support them to alleviate the need for future redundancies and reduce costs. It also was used to increase flexibility for an employer to address rapid change and service redesign. Since then the scheme has

become more widely utilised and now operates in Local Government and Education, in addition to the NHS.

- 12.4 Where it is decided to cease or substantially reduce an area of work, any resulting reduction in the requirement for jobs will normally be dealt with under the Council's Redundancy Policy. However, due to a number of years of service cost reductions and the merging of many roles, combined with the addition of new priorities, it is often not possible to simply cease or change work and make whole posts redundant.
- 12.5 As a result some Councils have adopted Mutually Agreed Resignation Schemes (MARS) which is more flexible, provides choice to employees and managers, opens up career development opportunities and enables cost reductions over the short to medium term. These schemes are offered on a time-limited basis as organisational requirements demand.
- 12.6 Once finalised, the MARS policy will require Cabinet approval and an amendment to the Council's published Pay Policy Statement, in accordance with Section 38 of the Localism Act.

13. NJC PAY AWARD UPDATE

- 13.1 Local Government national pay negotiations for 2018/19 and 2019/20 are underway. The National Employers for Local Government Services have made a final pay offer to the trade unions of a two year deal for the period 1/4/18 to 31/3/20. This final offer is in response to the Trade Unions claim for 5% this year and has yet to be agreed.
- 13.2 The National Employers pay offer is outlined as follows:

Year 1 (2018/19)

The lowest spinal points 6-19 will be increased to meet the significant national living wage pay gap potentially making the lowest spinal point £8.50 per hour. Spinal point 20 and above will receive a 2.0% pay increase.

Year 2 (2019/20)

In this year the offer looks to gain further headroom over the national living wage increase due in 2019. The bottom spinal point will become £9.00 per hour. In addition, it is proposed that the bottom twelve pay scales will be merged into six new points starting at new point one. 2% increases will be applied from new spinal point 23 onwards.

- 13.3 At this stage, it is considered that the proposed changes to the NJC pay spine will supersede the need for the Council's Local Living wage, currently £7.85 per hour.

14.0 INDEPENDENT CULTURE REVIEW

- 14.1 An external independent culture review was commissioned jointly by the Leader and the Acting Chief Executive in October 2017 and this was undertaken by the Local Government Association (LGA) during November and December 2017. The purpose of the review is to provide an objective assessment of the current culture of Cheshire East Council, aspects of this that are positive and should be built upon and identify areas for change and improvement. The review will have particular regard to an ongoing perception that there are significant issues relating to bullying and harassment.
- 14.2 The review brings together information and insight from a range of sources including:
- An initial desk top research into relevant policies, documents and other sources of information.
 - A series of focus groups with staff, trade union representatives, senior managers, and cross-party Members.
 - A small number of one to one interviews in relation to policy, strategic and council wide arrangements.
 - A short survey which all staff have been invited to complete.
 - Staff could also email the independent reviewer in confidence, if they felt they had not had the opportunity / or felt concern about sharing their views through other channels.
- 14.3 The findings and recommendations from the independent cultural review are expected in January 2018.

15.0 HEALTH AND SAFETY (Q3) 01.10.2017 – 30.11.2017 (December 17 data not available at date of publication)

15.1 Quarter 3 INTERIM ACCIDENT & INCIDENT OVERVIEW DETAILS

		Corporate Core Employees (average head count): 3614	Schools Employees (average head count): 3389
Accidents	Employees	69	40
Accident Rate Factor (Employees) AVERAGE		1.9%	1.2%
	MOTP	160	109
Incidents	Employees	16	0
	MOTP	74	4
A&I Total		319	153

		Corporate Core	Schools
RIDDOR	Employees	0	3
	MOTP	0	1
RIDDOR Total		0	4

RIDDOR details are as follows:

15.1.1 **October:** Schools RIDDOR – 1: a parent (member of the public) fell, dislocating their elbow and was taken to hospital.

Schools RIDDOR - 2: a teacher fell on wet steps and sustained a fractured wrist.

15.1.2 **November:** Schools RIDDOR – 1: a member of staff tripped over some playground equipment and fractured her wrist

Schools RIDDOR – 2: a member of staff cut a finger tip with a circular saw. The injury required minor surgery and became reportable under the 7-day absence rule. The HSE (Health and Safety Executive) initially showed some interest and requested further information from the school, including photographs and copies of risk assessments. The HSE became satisfied that the accident was due to carelessness rather than lack of proper safe systems of work; no further communication has been received.

MOTP – Members of the Public

¹RIDDOR – The Reporting of Injuries Diseases and Dangerous Occurrence Regulations

15.1.3 There has been no other accidents or incidents involving the HSE during October and November 2017.

15.2 CORPORATE HEALTH & SAFETY TRAINING PROGRAMME
QUARTER 3 – 01.10.2017 – 31.12.2017

15.2.1 18 courses were delivered to 175 employees comprising 69 Corporate staff and 106 School staff:

NO. OF COURSES	COURSE	ATTENDEES
1	Caretaker's course (1 day) 20 th Oct, 2017	12 School
2	Defibrillator Training / Annual Refresher Course (2 hours)	13 Corporate
1	First Aid Re-qualification course (2 day)	6: 4 Corporate 2 School
3	Emergency First Aid at Work courses (1 day)	31: 15 Corporate 16 School
1	First Aid at Work course (3 days)	9: 4 Corporate 5 School
1	Paediatric First Aid course (2 days)	10: 2 Corporate 8 School
1	Basic First Aid course (3 hours)	26 School
2	IOSH Managing Safely course (4 days)	12: 7 Corporate 5 School
2	IOSH Managing Safely Refresher course (1 day)	6 Corporate
2	IOSH Leading Safely course (for schools) (6 hours)	23: 22 School 1 Corporate
2	PRIME Accident Reporting course (3 hours)	27: 17 Corporate 10 School
18	TOTALS	175: 69 Corporate 106 School

16.0 HR PERFORMANCE DATA – Q3 (01.10.2017 to 31.12.17)**16.1 Headcount/FTE trend** (excluding schools, agency workers 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 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	-8.28
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	n/a	2835.3	-1.95	n/a
31 Dec 2017	3,609	n/a	n/a	2836.6	n/a	n/a

Between April 2012 and December 2017, the overall Cheshire East Council employee headcount has reduced by 33.8%, and the overall number of Cheshire East Council FTE employees has decreased by 30.5%. Between April 2014 and December 2017, the overall Cheshire East Council employee headcount reduced by 18%, and the overall number of Cheshire East Council FTE employees decreased by 12.3% over the same period; however, as described previously, the larger (>10%) reductions in staffing between both 2013–2014 and 2014–2015 include staff TUPE transferring to ASDVs. Between April 2017 and December 2017, the overall Cheshire East Council employee headcount has reduced by 0.39%, with the number of FTE employees increasing by 0.05% over the same period.

16.2 Employee turnover, by financial year, since 2009-10 (excluding schools, agency workers and casuals)

Financial Year	Total Headcount of Leavers	Total Employee Turnover	Headcount of Leavers without TUPE Transfers	Employee 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%
April – Dec 2017	305	8.4%	294	8.1%

The total headcount of leavers includes employees who may have TUPE transferred to ASDVs during the specified period. The total employee turnover rate for Cheshire East Council is therefore 8.4% as at the end of the third quarter in 2017/18. This is lower than the same period in 2016/17, when the total employee turnover rate was 8.9%. The second headcount of leavers figure above reveals the number of employees who left the organisation for all other reasons, i.e. excluding TUPE transfers to ASDVs. The turnover rate due to other leaving reasons is 8.1% for quarter three and there have not been a significant number of TUPE transfers during this period compared to 2013/14 and 2014/15.

The most common leaving reason is resignation, and for quarter three 2017/18 the total number of leavers due to resignation is 213, which is lower than during the same period in 2016/17, when there were 229 resignations. This is reflected in the corresponding employee turnover rate for this reason, which has fallen from 6.2% in 2016/17 to 5.9% in 2017/18. Annual resignation figures from 2009/10 to 2016/17 are shown below, together with cumulative third quarter figures for the current financial year:

Financial Year	Total Resignation Headcount	Total 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%
April – Dec 2017	213	5.9%

The leaving reasons shown below for quarter three 2017/18 are summarised in the table below. The 'Unsatisfactory' category relates to employee performance; it therefore includes those who have left following an unsatisfactory probation period or gross misconduct. The 'Other' category reflects the number of people who left due to mutual termination, or death. The proportion of resignations for this quarter is roughly equivalent to the same period in 2016/17.

Leaving Reason	Total Headcount	% of all Leavers
Resignation	213	70%
Retirement	33	11%
Redundancy	21	7%
End of Contract	10	3%
Unsatisfactory	7	2%
Other	8	3%

16.3 Redundancy

Eight people have left the Council under voluntary redundancy terms in quarter 3; they all held posts within the management grades (Grade 10 or above). The total severance cost for all employees was £417,001 inclusive of redundancy and actuarial costs. Over the next five years, these reductions are estimated to save the Council over £1,366,230 (which is the combined accumulated costs of the deleted posts).

Year	Number of voluntary redundancies	Number of compulsory redundancies
2009 - 2010	280	0
2010 - 2011	399	0
2011 - 2012	264	4
2012 - 2013	94	2
2013 - 2014	124	4
2014 - 2015	30	0
2015 - 2016	98	1
2016 - 2017	22	1
2017 - 2018	21	1

16.4 Calculated Days Lost to Sickness Absence per FTE Employee:

Financial Year	Cumulative Absence as at the end of Q3	Cumulative Absence at the end of each Financial Year
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	NA

At the end of the third quarter (April–December) 2017/18 the absence rate for Cheshire East Council is level with the absence rate for the same period in 2016/17 but higher than the 2015/16 figure. However, absence rates for this quarter have been consistently lower than they were in 2014/15 over the previous two financial years. The Council's current target for 2017/18 is 10 days lost per FTE employee; in both 2015/16 and 2016/17, the Council's actual absence rate was 11.14 days lost per FTE employee, which is lower than the previous four financial years and indicates a consistent downward trend.

16.5 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 through HR formal procedures. There have been no member appeals during Q3 2017/18.

Summary of current formal case work by employee:

	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	4	6	6	1	0
As at March 2017	6	4	6	1	0
As at May 2017	6	6	7	2	1
As at Sept 2017	4	4	8	0	2
As at Dec 2017	4	6	6	1	3

Summary of closed formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April – May 2017	0	1	0	0	0
June – Sept 2017	2	5	5	1	0
Oct – Dec 2017	0	3	5	0	0

Summary of new formal case work during period.

	Capability	Disciplinary	Grievance	Dignity at Work	ET
April – May 2017	0	3	1	1	1
June – Sept 2017	0	3	6	0	1
Oct – Dec 2017	0	5	3	1	1

17.0 Access to Information

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

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Connecting People Plan 2017/18 - Q3 update

1 **Red** = Significantly off track

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Introduction

As outlined in the Council's Medium Term Financial Strategy 2017/20 we are living and working in a complex world where residents and communities have high expectations of both business and public services. Greater resident and community choice and control is driving the shape of public services, with a growing public expectation that services will meet their needs, helping them achieve personal goals and aspirations. This becomes even more challenging within this era of austerity and the significant financial pressures that all public services face.

Doing more of the same won't work. Increasing demand, greater complexity, rising expectations and severe financial constraints mean that the current situation is not sustainable. Tomorrow's solutions will need to engage people as active participants, delivering accessible, responsive services of the highest quality. We don't have all of the answers to the challenges that we face. We need to work closely with other partners and providers in all sectors to find new ways to design and deliver services across the public sector and to seize the opportunities as they emerge.

As the rules of delivering public service are being re-written, making people and relationships the key to sustainable success is more important than ever. Only through deepened relationships with and between employees, partners, residents and communities will the Council innovate and adapt fast enough whilst maintaining service delivery. Tomorrow's solutions will need to bring together the diverse skills and talents and unlock the potential of people across the public sector.

Connected Council

Consciously building and strengthening connections in the way we lead, manage and work together within and across the Council, with members, partners and our communities is at the heart of our workforce strategy. We aim to build a more connected council and workforce through:

1. **Purpose and direction** – ensuring our workforce have a common understanding of why they exist as an entity, a clear sense of what they are trying to achieve and the strategy to get there around which people can unite and flourish.
2. **Authenticity** - leaders who act in a way that is in line with our FIRST values and who build relationships of trust and respect.
3. **Devolved decision making** – the sharing of power across the organisation with decisions being made as close to the customer as possible, whilst key strategic decisions are made centrally.
4. **Collaborative achievement** – close working within and across teams and organisations so that end to end processes work efficiently and effectively.
5. **Agility** – colleagues are encouraged to share what they learn and to operate in a culture that supports experimentation.

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Summary of People Plan Objectives

Recognising the complex world we operate within, 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 inter-connected workforce priorities come together to form the basis of the Council's Connecting People Plan.

2017/18 Objectives

1. **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.
2. **Recruitment, Resourcing and Retention** – to review the Council's recruitment process and undertake a strategic workforce assessment. Create career pathway plans including talent management planning across the Council.
3. **Connected Council** – to develop and implement a leadership and management model and development strategy which increases leadership impact and facilitates cultural change.
4. **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.
5. **Engagement and Wellbeing** – to continue 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.
6. **Pay and Rewards** – to monitor and review approaches to pay to meet business needs and further develop financial and non-financial rewards and employee benefits, whilst meeting equal pay and gender pay gap requirements.
7. **Service Delivery** – to further develop and clarify the HR offer to ensure a safe, healthy and supportive environment, which equips the workforce to contribute effectively, reach their potential.
8. **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.

The purpose of this document is to outline the priorities within each objective and provide a mechanism to monitor and review delivery of the People Plan.

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1. Organisational Design – Change Management, Productivity, Governance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
A	To provide ongoing change management support for managers to enable effective redesign / transfer of services.	HR Delivery Manager/HR Education Manager	Ongoing	- Effective delivery of change programmes to agreed timescales	The non schools delivery team has continued to support services across the organisation with a number of restructures and small TUPE transfers e.g. Schools Catering.
B	To support and challenge managers in the realisation of their contribution to the Councils £5m productivity savings.	Head of Strategic HR	March 2018	- Managers supported and on track to deliver productivity savings. -	Managers are supported to deliver productivity savings through for example different resourcing approaches.
C	To maintain and improve ongoing governance arrangements and further change management support for Executive Directors to improve challenge, consistency and deliver benefits.	Head of Strategic HR	March 2018	- Financial savings identified and realised.	Financial savings delivered and realised.

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2. Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships, Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
A	To undertake a strategic workforce assessment and design appropriate career pathway and talent development plans across the Council.	OD Manager / WFD manager	March 2018	<ul style="list-style-type: none"> - Strategic Workforce Assessment completed. - Talent development plans in place. 	<p>Career pathways in progress with COO teams, some current work on hold due to restructure.</p> <p>Graduate pathway.</p> <p>Career pathways, using relevant apprenticeship standards being developed.</p>
B	To fundamentally review attraction, recruitment and on-boarding processes, standards and supporting framework.	TBC	March 2018	<ul style="list-style-type: none"> - Recruitment process review and aligned with B4B solution - Standards and framework developed 	Project deferred to 2018/19 due to higher priorities.
C	To introduce an apprenticeship strategy that helps address skills gaps and supports talent and the development of career pathways across the Council.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Proportion of Council target achieved and amount of levy spent. 	<p>Apprenticeship levy budget currently forecast to be £736,000 per year across maintained schools and ASDVs. Total spend is currently at £428,450, with a recent cohort of level 3 leadership on programme from November. Further cohorts at levels 5, 6 and 7 are also on schedule.</p> <p>Target estimated currently</p>

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					<p>to be 85 across the core of the Council, with 57 currently in place and a further 5 currently being advertised. Requests across the management programmes at level 5,6 and 7 stands at 18.</p> <p>Regular target updates sent out to all Heads of Service, encouraging the use of the PDR process to identify skills gaps and talent for the future workforce.</p>
D	To facilitate and support the introduction of the apprenticeship levy across our maintained schools and ASDVs.	WFD Manager	March 2018	- Proportion of Council target achieved and amount of levy spent.	<p>Target of 96 apprentices across schools and ASDVs. 18 new apprentices recruited across schools and ASDVs since May. A further 3 vacancies currently being advertised.</p> <p>Update reports taken to Autumn Term workshops with further communications scheduled via the Director's Brief sent to schools in January.</p>
E	To review and implement changes to the Performance Development Review (PDR) process in preparation for the 2018/19 performance year taking into consideration the development of the B4B programme.	OD Manager	March 2018	- PDR process review and aligned with B4B solution.	<p>Review of PDR process is underway. Discussions continue with the Best4Business programme to determine the technical solution.</p>

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	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
F	To review and implement changes to the redeployment arrangements to meet the change requirements of the Council and minimise redundancies.	HR Delivery Manager	March 2018	- Redeployment procedure reviewed and implemented.	The information compiled in relation to this is being incorporated into an Organisational Change policy as part of the wider review of HR Policies and Procedures.

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3. Connected Council - Leadership, Culture, Values					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
A	To develop an agreed Connected Council cultural change roadmap and supporting leadership and management development strategy and model.	OD Manager/WFD Manager	March 2018	<ul style="list-style-type: none"> - Roadmap defined and agreed. - Leadership and management development strategy in place 	<p>Timeline revised to enable full stakeholder engagement and alignment with other linked initiatives for example findings from the cultural review.</p> <p>Leadership roadmap drafted.</p>
B	To lead / support the implementation of the 2017/2018 components of the Connected Council roadmap and leadership and management development strategy.	OD Manager WFD Manager	March 2018	<ul style="list-style-type: none"> - Connected Council change model in place. - Leadership and management training programme in place. - A review of management training at all levels to be completed. 	<p>Working group in place to deliver L&M training programme including management portal and induction e-learning suite.</p> <p>Management development sessions delivered in social care.</p> <p>Leadership and management qualifications, funded through the apprenticeship levy now being offered organisation wide.</p>

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C	To deliver a programme of engagement events for Wider Leadership Team and Wider Leadership Community	OD Manager	March 2018	- Events run with positive feedback.	Events for the Wider Leadership Team and Wider Leadership Community have run successfully as scheduled and plans in place for the 2018 programme.
D	To continue to align and embed organisational values and behaviours with particular focus on creativity.	OD Manager	March 2018	- Three innovation centres delivered.	Two successful innovation events have been held, with a further planned for March 18, plus specific work with service areas.

4. Employee Development - Capability, Talent, Learning					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
A	To review and implement a Corporate Training plan to meet Corporate objectives for 2017/2018.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Agree Corporate Training requirements. - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. - Take up of places > 80%. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation 	<p>Complete.</p> <p>19 courses held across 33 sessions. Commissioning against agreed training plan in progress.</p> <p>Take up of places is at 84%. Feedback rate is at 90%.</p>
B	To develop and implement service specific training plans to meet service objectives.	WFD Manager	March 2018	<ul style="list-style-type: none"> - Develop and agree local Training requirements and Plans. - Deliver plans to meet customer's needs within budget. 	<p>Training plans in place for over 80% of training budgets, with any potential underspend being diverted to high need areas.</p> <p>50 courses have been held across 79 sessions, with percentage attendance at 85% and feedback rated at</p>

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					very good or excellent at 92%. Training priorities identified in place and being delivered within budget
C	To continue to roll out career pathways across all service areas to meet service specific workforce needs.	WFD Manager	March 2018	- Career pathways established based on portfolio need and reviewed quarterly	Career pathway and talent development work in progress with new teams within Corporate Services.

5. Engagement and Wellbeing – Staff Survey, Equality and Diversity, Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
A	To monitor and co-ordinate delivery of the Council's staff survey corporate commitments and local action plans, via the Staff Survey Governance Group.	OD Manager	March 2018	- Action plans delivered	Action plans progressing to completion. Remit of Staff Survey Governance Group reframed to include steering the Wellbeing in Work programme.
B	To manage a series of Staff Survey Focus Groups to engage colleagues and obtain insight regarding improvement progress	OD Manager	March 2018	- Response rates for Focus Groups - Summary findings report	A series of Focus Groups have been run and findings reported. A further independent cultural review has been undertaken by the LGA.
C	To commission and procure a supplier to deliver the 2018 staff survey.	OD Manager	March 2018	- Supplier procured	Procurement to be concluded by the end of Feb 2018.
D	To deliver agreed HR actions in the Council's Equality and Diversity Plan relating to refresh and update data and review training for managers and staff.	WFD manager / OD Manager	March 2018	- Equality and Diversity employee data updated. - Reviewed framework of Equality and Diversity training in place	Equality and Diversity training plan commissioned with 93% uptake of places as of end December. E-learning updated and live with 377 people completing by end December. Monitoring of Equality and Diversity self reporting on oracle being tracked and

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				showing range from 28% to 100% completion by characteristic. Equality and Diversity action plan on track.
E	To develop and implement a programme of engagement and wellbeing in work initiatives to build organisational, team and individual resilience.	OD Manager	March 2018	- Programme successfully delivered A programme of events is underway: <ul style="list-style-type: none"> • Long Service • An “Audience With” • “Back to the Floor” A staff wellbeing in work framework has been developed. A staff forum and contributors group has been established and a programme of initiatives is underway. The first Wellbeing in Work newsletter has been delivered.

6. Employee Rewards – Pay, Reward, Recognition					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
A	To review the Performance Related Pay scheme for senior managers and associated pay arrangements	OD Manager	March 2018	- PRP way forward agreed	Deferred to 2018/19.
B	To review the Council's redundancy terms in light of national legislation and regional position (Exit Payments).	OD Manager	October 2017	- Terms reviewed and agreed	A review of the Council's terms has been undertaken and consultation with the trade unions continues. Delay in timeline due to ongoing consultation with the trade unions and linkages with other policies.
C	To undertake gender pay gap audit and report findings and actions.	OD Manager	March 2018	- Analysis findings reported and action plans in place and progressed.	Data captured. EPA action plan in development.
D	To implement outcomes of national NJC pay spine review and other associated pay and allowance reviews e.g. car mileage rates, sleep in, living wage etc.	OD Manager	March 2018	- Agreements reached and effectively implemented.	Awaiting final details of the national NJC pay spine review and two year pay deal.
E	To review, further develop and promote range of financial and non financial employee benefits.	OD Manager	March 2018	- Review of salary sacrifice schemes completed.	Employee Assistance Programme has been re-procured and new supplier

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				<ul style="list-style-type: none"> - EAP provider procured. - Employee benefits promoted 	<p>appointed.</p> <p>Roadshows to promote the Reward Centre took place during September.</p> <p>The “Rewards Centre” continues to be well received with more than 1,328 staff (31%) now signed up.</p> <p>Changes to the Childcare voucher scheme following a recent EAT ruling. With effect from 1st February 2018, the practice of continuing to provide members on maternity leave with vouchers when there is insufficient salary to cover the cost will cease.</p>
F	To continue to promote and embed the Council's Making a Difference recognition scheme and long service events	OD Manager	Ongoing	<ul style="list-style-type: none"> - Sustain and increase number of Made my Day and Making a Difference nominations 	The scheme continues to be well supported and a very successful end of year annual awards event was held in December with more than 100 nominations received.

7. Service Delivery - Policies, Business Partnering, Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
A	To continue to work with Executive Directors, SMTs and other staff to determine business requirements and develop Local Delivery plans which ensure HR address or support specific business issues, opportunities and appropriately manage risks.	Head of Strategic HR/HR Delivery Manager/HR Education Manager.	Ongoing	<ul style="list-style-type: none"> - Local delivery plans agreed and implemented. 	Through close and regular working and attending key meetings, HR Business Partners and HR delivery team ensures that they are involved at early stages of planning to understand business aims, scoping resources required and identifying risks to ensure projects/plans run smoothly. One example being phase three of the restructure in Adults services.
B	To review HR policies, procedures and toolkits to ensure these meet legislative requirements and changes in business need.	OD Manager / HR Delivery Manager	March 2018	<ul style="list-style-type: none"> - Revised HR Policies, procedures and toolkits implemented. - Dignity at Work e-learning module developed and implemented for all staff. 	There are on-going meetings with local and regional trade union representatives in respect of the review and streamlining of the HR Policies, Procedures and Management Guidance. The priorities have been identified as Dignity at Work, Grievance, Disciplinary, Organisation Change and Attendance Management and Capability. Consultation in respect of the separate draft policies are progressing for Dignity at Work, Grievance and Disciplinary; those for Organisation Change and

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					Attendance Management are being compiled. Centrally employed teachers pay progression framework has been implemented.
C	To lead and support managers in proactively managing sickness absence across the Council.	HR Delivery Manager / HR Education Manager	March 2018	<ul style="list-style-type: none"> - Reduce current levels of sickness absence in 17/18 to achieve a target 10 days per FTE. - Complete actions from the Attendance Management Project. 	<p>On-going operational support and advice to line managers in the Attendance Management issues and procedures.</p> <p>Attendance Management is in Phase 1 the wider HR Policy Review given its profile and Priority (see 7B above, refers).</p> <p>HR has held initial sessions with small group of managers to identify potential barriers to the effective application of the attendance management process. This will help identify the best way of meeting their responsibilities with confidence, skills and the right knowledge to enable the effective application of the process.</p> <p>Identification of key data to ensure that managers have the appropriate level of detail on sickness absence to enable fulfilment of responsibilities from oversight and scrutiny of overall absences to more detailed information to be used at an operational level.</p>

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D	To embed actions arising from the Corporate wide Health and Safety Audit Programme delivered during 2016/2017.	H&S Manager	March 2018	- All non-conformance's actioned and residual risks minimised.	The CH&S Audit has been completed and the 29 Audit Managers have completed their individual service specific action plans. A CLT approved H&S training programme, is being delivered to Audit Managers and the Wider Leadership Community.
E	To monitor delivery of the external Occupational Health service - ensuring that it remains flexible in meeting demand	H&S Manager	March 2018	- KPI's met in accordance with SLA.	End of year (31.08.17) 'additional services' usage figures show that 74 pay as you go services were purchased by managers. Contract KPIs continue to be monitored monthly by the Council's and PAM's Contract Managers. KPIs are being met in accordance with the contract.
F	To undertake a full review of all Corporate Health & Safety and School Policies and Guidance Notes	H&S Manager	March 2108	- Review completed and implemented	A review of 37 corporate guidance notes is underway – many of which are transferable to schools. The programme is on schedule for completion by 31.03.18.

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	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to Date
G	To amend the Council's documented Health & Safety Operating Model to reflect changes in HSE's HSG65	H&S Manager	March 2018	- Operating model adapted to meet requirements of the revised HSG65.	The CH&S Service will transfer documents to a specific SharePoint site following recommendations within HSG65. Preparation work has commenced

8. HR Business Development –Partnership, Income Generation, Accreditation.

	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to date
A	To develop and agree a sustainable HR offer, model and service level agreement.	Head of Strategic HR	March 2018	- HR Offer defined and agreed	HR are working closely to support business delivery across the Council. The service offer has been reviewed to ensure effective support to each Directorate and improve performance and support organisational change.
B	To work in partnership with CWAC to effectively implement the Best4Business system solution in September 2018.	Head of Strategic HR	March 2018	- Implementation and business change milestones achieved.	The HR Function is closely aligned to the Best4Business project team and continuing to work in partnership to ensure all key milestones are delivered to agreed timescales.
C	To meet external income generation targets for HR Education and Health & Safety and to explore / develop new income streams across HR and OD	Head of Strategic HR	March 2018	- Income generation targets achieved	HR Education and Health and Safety have reviewed their service offer to ensure it continues to meet customer requirements.
D	To achieve external accreditation of HR/H&S services and work towards external awards.	Head of Strategic HR	March 2018	- Receive external accreditation and awards	Via the CH&S team, the Council again achieved a Commended award in the 2017 competitive award scheme. Early preparation has begun on the 2018 portfolio with portfolio submission due by 05.02.18.

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	Priority	Owner	Timescale	Performance & Outcome Measures	Q3 Progress to date
E	To continue to work with Transactional Service Centre (TSC) to develop employee service provision to meet CEC requirements in terms of cost, timeliness and quality service provision.	HR Delivery Manager/HR Education Manager	Ongoing	<ul style="list-style-type: none"> - Identify KPIs to measure service improvement. - Specific identified changes to improve service delivery and realise savings. 	Regular meetings between HR and ESC representatives to identify and address issues that may arise. This is on-going.

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CHESHIRE EAST COUNCIL

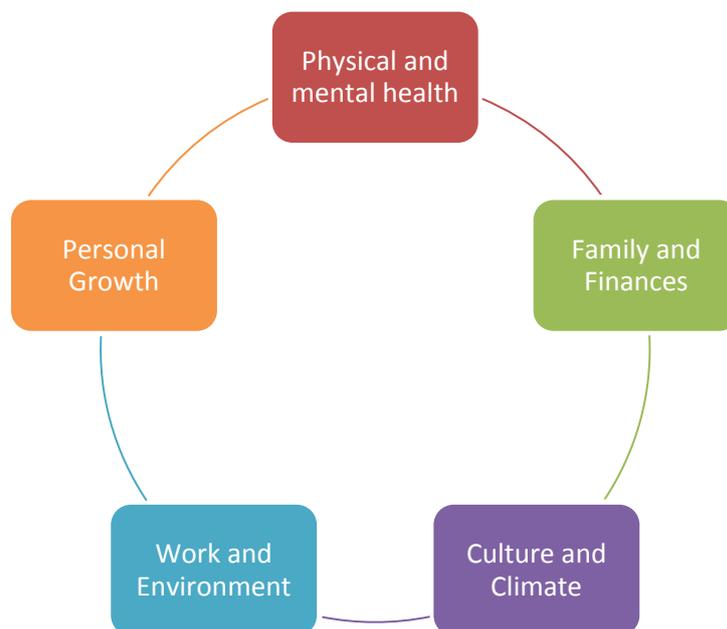
Staffing Committee

Date of Meeting: 25 January 2018
Report of: Head of Strategic HR
Subject/Title: Wellbeing in Work Update

1. Introduction

Building from the findings of the Staff Survey in 2016 and the recent findings from a series of staff focus groups, a programme of work has been initiated to improve staff wellbeing and resilience, to ensure our workforce are engaged and performing at the highest level. The Council has developed a Wellbeing in Work framework, which focuses on five interconnected areas which together support and strengthen employee wellbeing:

Wellbeing in Work Framework



A desk top review has highlighted that the Council already has a wide range of wellbeing in work policies, practices and initiatives which provide a strong foundation from which to build. The purpose of this report is to update Staffing Committee on the programme of work to further improve, connect and sustain wellbeing within the workplace.

2. Consultation Conclusions

To support, inform and shape the wellbeing in work programme two groups have been established bringing together staff and managers from across the council:

- **wellbeing in work staff forum** - meets quarterly to help shape, inform and sustain a programme of wellbeing initiatives and build a wellbeing community.
- **wellbeing in work contributors' group** - brings together services which contribute to the wellbeing agenda on a quarterly basis to increase impact.

Consultation with these groups at initial meetings has been positive and highly participative with a clear appetite to work together to strengthen wellbeing in work. Attendees are actively engaging their teams and providing further feedback. Initial Wellbeing in Work conclusions from the consultation and engagement are:

- Solid foundations are in place through existing wellbeing policies, practices and initiatives.
- A general lack of awareness by staff of what is available and how to access.
- Some inconsistency in how policies are applied in practice.
- Having quality time with the manager was sighted as one of the key factors in building wellbeing and engagement.
- It's the small things (which are said or done) that often have the greatest impact on strengthening wellbeing.

3. Wider Connections

It is recognised that each member of staff has a personal responsibility for their own wellbeing and to support and encourage others to do so. Alongside of this, the Council has an important role in bringing together the many components of strengthening wellbeing in work and embedding a positive, caring culture.

There are a number of wider connections and linked initiatives which will help to further inform, shape and contribute to the wellbeing of colleagues. For example:

- Findings and recommendations of the Independent Cultural Review
- Remaining actions following the staff survey in June 2016
- Phased review of the Council's HR Policies
- Proposed full staff survey in June 2018

These initiatives will be aligned and integrated as appropriate through the Wellbeing in Work Contributors Group and the Staff Survey Governance Group.

Examples of wider connections being made are:

- Recent confirmation that the Council has again met the requirements to be recognised as a Mindful Employer and the Council's continued commitment to the voluntary Charter for Employers who are Positive about Mental Health.
- The appointment of Public Concern at Work (PCaW) to deliver additional whistleblowing support to complement current arrangements and undertake the review of existing arrangements.

4. Programme of Work

Building on the consultation conclusions and wider connections made, a collaborative programme of work is underway as outlined below. This programme continues to evolve throughout 2018 with initial key areas of focus as follows:

Communication and Resources	Policies and Practice
<p>For example:</p> <ul style="list-style-type: none"> • Monthly Wellbeing in Work staff newsletter commencing January 2018. • Online toolkit of resources and signposting by 31st March 2018. • Ongoing promotions of existing wellbeing policies, practices and initiatives throughout 2018. • Ongoing development of staff forum and contributors group throughout 2018. 	<p>For example:</p> <ul style="list-style-type: none"> • Dignity at Work - launch of policy and supporting e-learning module by 31st March 2018. • Staff Volunteering - review of policy by 31st March 2018. • Introduction of Mental Health First Aiders by 31st March 2018. • Flexible and Home Working - review and sharing best practice by 30th June 2018.
Wellbeing Ideas into Action e.g.:	Standards and Measures e.g.
<p>For example:</p> <ul style="list-style-type: none"> • Prioritise and progress at least two ideas that strengthen each of the Wellbeing in Work elements during 2018. • Manager as Coach and Curious Conversations training recommenced in December 2017. • “Effective one to one’s” training for managers has been commissioned and will commence in February 2018. 	<p>For example:</p> <ul style="list-style-type: none"> • Research and develop standards to underpin the five elements of the Wellbeing in Work framework to support measurement and continuous improvement by 31st March 2018.

5. Measuring Success

As the Council is taking a holistic approach to strengthening and sustaining wellbeing in work, success requires both soft and hard measures as outlined below:

Soft measures	Hard measures
<ul style="list-style-type: none">• Wellbeing in work is talked about• Collective ownership of wellbeing• Mutual support of colleagues• Positive wellbeing stories shared	<ul style="list-style-type: none">• Achievement of wellbeing standards once agreed• Absence rates and trends in absence• Take up of the Employee Assistance Programme and other benefits• Staff survey results and overall trends in employee engagement

6. Next steps

To continue to progress the programme of work.

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 25th January 2018
Report of: Head of Strategic HR
Subject/Title: Apprenticeship Levy

1.0 Report Summary

1.1 This report provides an update on the work undertaken to ensure Cheshire East Council meets the new statutory obligations for apprenticeship reforms that were introduced in April 2017.

2.0 Recommendation

2.1 To note the report and receive feedback.

3.0 Reasons for Recommendations

3.1 To update Members on the progress to date on the implementation of the Government's apprenticeship reforms.

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 report.

7.0 Financial Implications

7.1 The apprentice levy is set at 0.5% of total payroll. Under guidance, this also includes the pay rolls of maintained schools, ANSA, Civicance, Orbitas, Skills and Growth Company, Tatton Park Enterprises and Transport Service Solutions. The anticipated annual cost is around £689,000. The Government deducts a portion of this figure (approximately £20,000) to reflect employees who live outside England and then tops up the remainder by 10%. Based on figures to date, the anticipated total annual amount available to spend will be £736,000. This figure has reduced, and will continue to do so, as schools have left/leave the Council to become academies and payroll reduces. Funds

expire and are lost to the Authority 24 months after being paid into the Council's digital account.

- 7.2 The 2.3% public sector quota means that the Council needed to offer more apprenticeship opportunities from April 2017. These can be for new or existing employees. Based on a total headcount of 7,93, CEC's target for the number of apprentices is 182.

8.0 Legal Implications

- 8.1 The payment of the apprenticeship levy is an obligation of the local authority. Therefore, from May 2017, Cheshire East Council has a statutory duty to pay the apprenticeship levy and to achieve the target set for the number of apprentices within the organisation.
- 8.2 The mechanism being introduced for the payment of apprenticeship training providers only allows the procurement of government approved suppliers which are detailed on a national Register of Approved Training Providers (RoATP). Only those on the Register will be eligible to apply to Cheshire East Council's approved provider panel.

9.0 Risk Management

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

10.0 Background

- 10.1 An apprentice is someone employed in a real job; they may be an existing employee or a new hire (of any age). Apprentices must be working towards achieving an approved apprenticeship standard or framework, the apprenticeship training must last at least 12 months and the apprentice must spend at least 20% of their time on off-the-job training.
- 10.2 From April 2017, the Finance Act (2016) introduced a new funding mechanism for apprenticeships, an 'apprenticeship levy'. The levy is paid by employers (including the public sector) on 0.5% of pay bill. All employers receive an annual allowance of £15,000 to offset against their levy, meaning that the levy only applies to employers whose annual wage bill is £3 million or above. Employers in England who pay the levy do get out more than they pay into the levy, through a 10% top-up to their digital accounts.
- 10.3 The levy payment made by Cheshire East Council is made available to the Council through an Apprenticeship Service digital account. The functionality of this online portal enables the Council to search for training providers, advertise apprenticeship opportunities, select the most appropriate training provider and is also the tool used to pay selected training providers for the training element of our apprenticeships. Funds expire 24 months after they appear in the digital account.

- 10.4 Cheshire East Council calculates, reports and pays its apprenticeship levy to HMRC through the PAYE process alongside tax and NICs.
- 10.5 The apprentice levy is set at 0.5% of total payroll. The anticipated annual cost is around £689,000. The Government deducts a portion of this figure (approximately £20,000) to reflect employees who live outside England and then tops up the remainder by 10%. Based on figures to date, the anticipated total annual amount available to spend will be around £736,000.
- 10.6 Cheshire East Council’s digital account is managed by Human Resources. An Apprenticeship Levy Working Group, led by HR and made up of representatives from Workforce Development, Finance, Legal, Procurement, HR Delivery, HR Schools, ANSA and Communications meets regularly to maintain oversight of the levy fund and progress towards achievement of the target.

11.0 Current Position

- 11.1 The Council’s target for the number of apprentices is currently 182. This is based on 2.3% of headcount across the core, maintained schools and ASDVs.
- 11.2 The target has been disaggregated across each area of the council as per the table below. This also illustrates, as of 1st December, 2017, the number of apprentices and apprenticeship funding requests from existing members of staff. This report is sent out to all service managers across the Council on a regular basis to inform progress towards individual targets.

Service Area	Starts since May 2017	Target	Requests for Management Degree and ILM 5
People	25	53	11
Place	8	9	0
Corporate	24	24	7
ASDVs	6	12	2
Maintained schools	12	84	1
Total	75	181	21

- 11.3 Only apprentices recruited after the 1st May 2017 count towards the Council’s annual target. The table above indicates that there have been 75 new starts since this date. This is made up of new apprentices to the organisation as well as existing members of staff who have entered into an apprenticeship, relevant to their current job role. This has also been over a greater range and level of subjects than previously offered. A management degree and an ILM 5 apprenticeship are due to start in January and February 2018 and will provide another 21 apprenticeship starts on top of the 75 achieved to date.
- 11.4 The total value of funding committed to since May 2017 is £428,450. This represents the total value of levy funds contracted to approved training providers across a range of qualifications. These qualifications will be delivered across programmes that range in length from one to four years.

- 11.5 The expanded apprenticeship offer includes the Council's first cohort of digital degree apprentices, made up of new and existing members of staff within ICT, who started on the programme in September. It also includes a number of apprentices on a level 4 finance apprenticeship. The range of apprenticeships has also increased to include paralegal and procurement apprenticeships. A number of other standards such as social worker, teacher and school business manager have recently been approved by the Government, with delivery starting from Spring 2018. It should also be noted though that there are still a number of apprenticeship standards that are yet to be approved. This is particularly pertinent for Schools and for the People Directorate.
- 11.6 In addition, a number of new apprenticeship vacancies are currently being advertised through the Council's training providers. There has been a noticeable increase in the number of candidates applying for new vacancies and generally those that have been recruited since May are performing more highly than previous cohorts.
- 11.7 A formal leadership and management programme for 24 existing staff began at the start of November with two cohorts of staff accessing an ILM level 3 apprenticeship through our two main FE colleges. It is intended that this will be a rolling programme.
- 11.8 The figures in the table under 11.2 also demonstrate the demand across the Council for the ILM level 5 leadership and management apprenticeship as well as a chartered management degree through MMU. Both of these programmes are due to start in January 2018.
- 11.9 A Masters degree in Leadership and Management should be ready for delivery through the apprenticeship levy route next year. This will be aimed at the Council's strategic leaders and members of the wider leadership community.
- 11.10 The tracking of apprentices across the Council, ASDVs and maintained schools is carried out and managed by the Workforce Development Team, who also lead on the procurement of apprenticeship training as well as acting as the point of application for levy funds.
- 11.11 The increased cost of delivering apprenticeship standards as opposed to apprenticeship frameworks should be noted as a potential risk against achievement of the council's target. As the government approves the new apprenticeship standards, which are set to replace the outgoing frameworks, funding bands are set nationally. Typically as this is done, the funding allocated to the training of each qualification is increasing drastically. For example, the cost of an Association of Accounting Technicians level 3 accounting framework has risen from £2,500 to £9,000 and the cost of a level 3 in business administration has risen from £2,500 to £5,000. This suggests in the medium term that it will be easier to spend the levy funding pot than it will be to achieve the apprenticeship target.

11.12 The implementation of a communications plan has been ongoing. An apprenticeship update has been included on management team agendas in each directorate. Regular updates have also been included in Team Voice, encouraging staff to use the opportunities presented by the introduction of the apprenticeship levy. A prospectus on the apprenticeship levy has also been developed and distributed across council buildings and to maintained schools.

11.13 In partnership with the Director of Education, a programme of communication to our maintained schools has been delivered. Since January updates have been issued through the Director's Report. A briefing to Governors has been held as were briefings to primary and secondary heads. Separate apprenticeship levy breakfast sessions for schools were also held in the north and the south of the borough in June. Workshops for schools held in November also received an update on progress.

11.14 Since levy funds were made available through the council's digital account, a signed waiver has been in place for the procurement of training provision across apprenticeships. A preferred supplier panel for the delivery of apprenticeship levy funded training across the Council, ASDVs and schools has been developed, in partnership with Stockport Metropolitan Borough Council, via a formal OJEU tendering process to meet long term needs. The award of contracts under the preferred supplier panel has been completed and will be implemented from 2nd January 2018.

11.15 The Council continues to work regularly with the Skills and Growth Company to link work around its apprenticeship programme to the wider skills map in Cheshire East.

12.0 Next Steps

The next steps to strive towards spending levy funds and meeting the statutory target are set out below:

- Executive Directors to continue to promote and ensure targets within their service areas are met;
- HR continues to encourage all services areas across People, Place and Corporate to examine and understand their skills gaps and actively use the apprenticeship levy as a route to fill identified gaps;
- HR supports maintained schools in particular to increase the number of apprentices within their workforce by promoting the newly released apprenticeship standards in teaching;
- HR explores the development of running cohorts for programmes with neighbouring local authorities or with local companies via Skills and Growth Company;
- HR promotes all new relevant standards to service areas and encourages take up. Examples include an imminent Royal Town Planning Institute (RTPI) planning degree apprenticeship and an apprenticeship standard in revenue and benefits;
- Link the improved apprenticeship offer at the Council to the Cared for Strategy, understanding what further steps can be taken to increase the

number of apprentices at the Council that have come through the cared for route;

- From 2018, the Government is proposing that employers can divert up to 10% of their levy to supply chains. Once funding details are clarified, this should be explored further.

12.1 It should be noted there are a number of key challenges in reaching the Council's apprentice target. The overriding challenge is the financial cost of offering apprenticeships either to new staff or to existing members of staff. For new members of staff service areas need to find the respective salary costs. For existing members of staff undertaking an apprenticeship, there is a funding requirement to allow them 20% of their work time for off the job training. Therefore, many service areas and schools are struggling to release more than one member of staff at a time, if at all. This is only exacerbated by the ongoing programme of cost savings across the council.

12.2 The Council's budget challenges present a risk to the apprenticeship levy work. As a number of areas face imminent restructures, plans for apprenticeships for existing and new members of staff have been put on hold for the time being.

13.0 Access to Information

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

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CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting:	25th January 2018
Report:	Head of Strategic Human Resources
Subject/Title:	Pay Policy Statement 2018/2019
Portfolio Holder:	Cllr Paul Findlow

1.0 Report Summary

- 1.1 Section 38 of the Localism Act 2011 requires Local Authorities to produce a Pay Policy Statement by 31 March on an annual basis. Regard continues to be given to any guidance from the Secretary of State in producing this statement and the Local Government Transparency Code 2015.
- 1.2 The Pay Policy Statement for 2018/19, which reflects the expected position as at 1st April 2018, is attached as **Appendix 1**. Changes since last year's Statement are outlined in Section 12 of this report.

2.0 Recommendations

- 2.1 That the changes since the 2017/18 Pay Policy Statement be noted as outlined in Section 12.2 of this report.
- 2.2 That Staffing Committee recommend the attached Pay Policy Statement for 2018/19, to Council for approval and publishing.

Reasons for Recommendations

- 3.1 A Pay Policy Statement has been required to be produced annually since 2012/2013 under Section 38 of the Localism Act 2011. Local Authorities must have their Pay Policy Statement approved by full Council and published on their web site no later than the 31st March, prior to the financial year to which it relates.

4.0 Background

- 4.1 The purpose of the Pay Policy Statement is to increase accountability, transparency and fairness with regard to the Council's approach to pay, with particular focus on its Chief Officers.

5.0 Wards Affected

- 5.1 Not applicable.

6.0 Local Ward Members

6.1 Not applicable.

7.0 Policy Implications

7.1 Any decisions relating to the pay and remuneration of Chief Officers must comply with the Pay Policy Statement in place at the time for that financial year and, whilst the Statement can be amended during the year, should the need arise, changes are subject to the approval of full Council.

8.0 Implications for Rural Communities

8.1 Not applicable.

9.0 Financial Implications

9.1 There are no direct financial implications associated with approving the updated Pay Policy Statement 2018/19 and no budgetary adjustments are proposed in relation to this report.

10.0 Legal Implications

10.1 The Council is required to produce and publish a Pay Policy Statement, agreed by Council each year, under Section 38 of the Localism Act.

10.2 In addition, the Local Government Transparency Code 2015 requires information on organisational structure, senior salaries and pay multiples to be published annually each year.

10.3 This report and accompanying Pay Policy Statement, with associated links in Annex 1, once approved and adopted, ensures that Council complies with these requirements.

11.0 Risk Management

11.1 If the Council does not follow specific aspects of the guidance issued by DCLG and therefore not achieve appropriate levels of openness and accountability, DCLG can take steps to require the Council to adapt particular policies.

12.0 Key updates to the Pay Policy Statement

12.1 The Pay Policy Statement 2018/19 follows the style and format of the Statement published in 2017/18. The Statement focuses on the broad principles and policies regarding pay and has links to further information and statistical data available on the Council's website and associated policies. The Statement has again been designed to be user friendly for public consumption and should require minimal

updates each year. The links to further information will be updated, as appropriate, though the coming year.

12.2 The changes since the last Pay Policy Statement are:

- Section 3.5 - reflects a small change in the broad remuneration ranges for Chief Officers (Tiers 1 – 3) due to a 1% national pay increase in April 2017.
- Section 3.6 - updates on the development of a new national NJC pay structure and pay spine and possible impact on grading structure for Chief Officers.
- Section 4 - outlines an increase in the National Living Wage from 1st April 2018 announced in the Government's Autumn Statement and the potential impact of the national NJC pay spine review.
- Section 5 - updates on a change in the Council's Constitution regarding any new post whose remuneration is more than £100,000 and also arrangements to source interim Chief Officers, ensuring compliance with the HMRC IR35 requirements within the public sector.
- Section 13 - outlines the requirement to publish annually Gender Pay Gap data in line with recent government legislation.

13.0 Access to Information

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

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Pay Policy Statement 2018/19

1. Introduction and Purpose

Under Section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38-43 of the Localism Act 2011 and due regard to the associated Statutory Guidance including the Supplementary Statutory Guidance issued in February 2013 and guidance issued under the Local Government Transparency Code 2015.

The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its senior employees (excluding teaching staff, employees working in local authority schools and academies and alternative service delivery vehicles) by identifying:

- The methods by which salaries of all employees are determined;
- The detail and level of remuneration of its most senior employees i.e. ‘Chief Officers’, as defined by the relevant legislation;

“Remuneration” for the purposes of this statement includes three elements - basic salary, pension and all other allowances arising from employment.

Once approved by Council, this policy statement will come into immediate effect, superseding the 2017/18 statement and will continue to be reviewed on an annual basis.

2. Background

In determining the pay and remuneration of all of its employees, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, This is balanced against the need to recruit and retain employees in an increasingly competitive market who are able to deliver the Council’s Residents First commitment and meet the requirements of providing high quality services, which are delivered effectively and efficiently and at times at which those services are required.

The Council complies with all relevant employment legislation and codes of practice. The Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of job evaluation mechanisms and the application of key criteria, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.



3. Pay Structure

Senior Management

3.1 Principles

There are a number of overriding principles which govern the Council's approach to senior management reward:

- The policy will be affordable; with reward being commensurate with individual and corporate performance.
- Reward policy for senior post-holders will be transparent, clearly defined and readily understood.
- The policy will offer the flexibility to reward for job size, capability, performance (objectives and behaviour), and market rates (where relevant, with evidence).
- Reward for senior roles will be fair and proportionate to reward for the wider workforce.

3.2 Reward components

For the majority of senior posts, reward will comprise basic salary, an annual performance related pay incentive and a range of benefits.

The components are described as follows:

- **Basic salary (Achieving Rate):** this is guaranteed fixed cash remuneration, paid monthly. The level of basic salary is contractual.
- **'Exceeding' Performance Award:** this is paid as a lump sum annually with basic salary for the previous year's performance. After the year, it is withdrawn unless re-earned. This element is pensionable.
- **Benefits:** the Council provides a range of benefits, some of which are guaranteed and form a part of the contract of employment. Generous holiday and access to the Local Government Pension Scheme are principal benefits.

A small number of the Council's most senior managers no longer receive a performance related pay incentive. This has been replaced by an inclusive salary which comprises basic pay, plus a market supplement, where appropriate.



3.3 Job Evaluation and Banding

The Council uses the Hay Group job evaluation to position roles into the Cheshire East Senior Management bands. The bands are linked to Hay Job Evaluation point's ranges which have been determined as part of the Council's operating model.

3.4 Senior Manager Pay Structure

This defined pay structure determines the salaries of senior managers on JNC (Joint National Council for Local Government Services). All other jobs are evaluated under the national Job Evaluation Scheme and the evaluated job scores will equate to a pay band on the Council's salary scale.

Each grade within the senior management population has an achieving rate and the potential for a defined exceeding performance award, within each role. The defined pay structure which determines the salaries of senior managers who are on JNC conditions of service can be seen by accessing the [senior manager pay and grading structure](#).

In addition, a number of public health employees transferred to the Council on 1/4/2013. A small number of those employees who have transferred remained, after transfer, on the terms and conditions of their previous employer under TUPE Regulations.

3.5 Chief Officer remuneration

When applying the senior manager pay structure, for the purposes of this statement, the definition of Chief Officers is as set out in Section 43 of the Localism Act.

The posts falling within the statutory definition are set out below, with details of their salary package as at 1st January 2018.

Chief Executive – Tier 1

- The salary package of the post is within the range of £153,015 to £163,015

Chief Officer – Tier 2 (direct reports to the Chief Executive, plus the Monitoring Officer)

- The salary package of these posts fall within a range of £91,809, to £,137,612

Deputy Chief Officer – Tier 3 (direct reports to Tier 2 managers)

- The salary package of these posts fall within a range of £57,228 to £112,211



3.6 Pay and grading structure for staff

The [pay and grading structure for staff](#) on NJC (National Joint Council) is available.

During 2018/19 the NJC national employers will complete their review of the national pay structure and pay spinal points. This will impact on the Council's current pay structure and will require the Council to introduce a revised pay structure during this financial year. This could also require a review of the JNC grading structure for Chief Officers due to a potential overlap of the two grading structures and the need to establish clear differentials, if required.

4. Living Wage

The Council implemented a Local Living Wage on 1st November 2015 of £7.85 per hour. The National Living Wage is (due to increase to £7.83 per hour on 1st April 2018), and is projected to rise to £9 per hour by 2020.

As outlined in the previous section regarding the NJC Pay Spine Review, it is expected that the proposed changes to the spinal points will supersede the need for a local living wage. The position continues to be monitored.

5. Recruitment of Chief Officers

The Council's policy and procedures with regard to recruitment of Chief Officers is set out in the Council's Constitution and Scheme of Delegation and is undertaken by an Appointment Panel made up of members of the Staffing Committee in accordance with Constitutional arrangements. Full Council approval will be sought for the establishment of a post on a salary package exceeding £100,000 where remuneration departs from the pay policy statement.

When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment law and its own Recruitment Policy and Procedure, Disability Confident Commitment, Mindful Employer, Redeployment Policy and Procedure and Equality in Employment Policy.

The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment and in line with this Pay Policy Statement. New appointments will normally be made at the achieving rate for the grade, although this can be varied on an exceptional basis where necessary to secure the best candidate and will take into account the appointee's existing pay and their relevant experience and qualifications taking account of equal pay within the Council.

From time to time, it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with



particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate. Any such payments will be reviewed at regular intervals to ensure their ongoing suitability and appropriateness.

Where the Council is unable to recruit Chief Officers, or there is a need for interim support to provide cover for a substantive Chief Officer post, the Council will, where necessary, put in place the most effective arrangements to engage individuals. These arrangements will comply with HMRC IR35 requirements, relevant procurement processes and ensure the Council is able to demonstrate maximum value for money.

6. Additions to Chief Officers' Salaries

The following payments can be applied to Chief Officers' salaries:

- Returning and Deputy Returning Officers' Fees
- Travel Allowances and Expenses
- Salary Sacrifice Lease Car Scheme
- Relocation Expenses
- Professional Fees and Subscriptions

Further details of [additions to Chief Officers' salaries](#), are published in the Council's Transparency Data and in the Statement of Accounts. A link to these documents is included in Appendix 1 of this Statement

7. Local Government Pension Scheme

Details of the [Local Government Pension Scheme](#), the discretions exercised, contribution bands, actuarial rates, and discretions policy application are available.

8. Redundancy Payments and Payments on Termination

The Council has a Redundancy Scheme which is applicable to all employees and is based on the statutory formula, and payment for any leave for employees leaving the Council's employment with accrued leave which by agreement is untaken at the date of leaving.

The Voluntary Redundancy Scheme is also applicable to all employees. Employees who leave on grounds of voluntary redundancy will normally be entitled to receive a redundancy payment in accordance with the statutory formula but based on the employee's actual week's pay plus an additional severance payment of 0.8 times the statutory payment, bringing the total payment to 1.80 times the statutory formula and up to a maximum of 50 week's pay.



The government continues to consult on a range of wider reforms to exit payments across the public sector and the Council's position will be considered once these changes are published. The Council reserves the right to change all discretionary elements.

The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers, prior to reaching normal retirement age, is set out within the Redundancy Policy and Procedure and for those eligible for retirement, in the Retirement and Severance Policy and are in accordance with the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Local Government Pension scheme Regulations 2007. All payments under this section are subject to the approval process set out in the Redundancy Policy and Procedure.

9. Severance and Retirement on Grounds of Efficiency

In line with the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, the Council also operates a voluntary scheme to facilitate early retirement or severance on grounds of efficiency to enable the Council to continue to achieve effective use of resources and provide value for money. The terms of this are set out in the discretionary policy.

10. Settlement Agreements

The Council currently uses settlement agreements as a matter of course for all voluntary redundancies / severance and this applies to all employees, including Chief Officers. The use of settlement agreements on this basis minimises any risk of future claims against the Council and can ensure that any threatened or pending legal proceedings and their associated legal costs can be avoided. The Council follows the current guidance for public sector settlement agreements in these circumstances.

11. Pay Multiples

The Council publishes a range of information to meet the Transparency Code requirements and has used the recommended formulae in the code guidance and LGA guidance to calculate the relationship between the rate of pay for the lowest paid, median and Chief Officers, known as [pay multiples](#).



12. Re-employment or re-engagement

Any decision to re-employ an individual (including Chief Officers) already in receipt of a Local Government Pension (with same or another local authority) will be made on merit, taking into account the use of public money and the exigencies of the Council.

In particular, the Voluntary Redundancy Scheme provides that former Cheshire East/ Legacy Authority employees who left their employment on grounds of voluntary retirement or severance will not be re-employed or re-engaged in any capacity, except in exceptional circumstances and subject to the agreement of the Head of Strategic HR in consultation with the Leader and the relevant Portfolio Holder. Re-engagement includes all types of contractual relationships whether they are a contract of employment, contract for service's etc. and whether the individual is appointed as an employee or engaged as an interim, direct consultancy or via an agency or other supplier.

13. Publication and access to information

Upon approval by Council, this Statement will be published on the Council's website. Additionally, in line with Code of Practice and Accounts and Audit Regulations, salary, allowances and bonus compensation and employers pension contributions will be published for:

- a) Senior employees whose salary is £150,000 or more (who will also be identified by name)
- b) Senior employees whose salary is £50,000 or more.

The Council will also publish Gender Pay Gap data during the 2017/18 financial year and annually thereafter, in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Prepared by:	HR Strategy and Policy Team
Date	February 2018
Review date:	February 2019



Annex 1 – Links

All of the relevant policies and procedures as referred to in the Pay Policy Statement can be found using the links in section 1 below. Please contact HRCommunications@cheshireeast.gov.uk should you have any difficulties accessing this information.

Section 1. Additional information (provided in a paper format for Staffing Committee)

Link 1 – [Pay and grading structure for senior managers and staff](#)

Link 2 – [Additions to Chief Officers' salaries](#)

Link 3 – [Local government pension scheme](#)

Link 4 – [Pay multiples](#)

[Statement of Accounts for 2016/17](#)

Section 2. Internal intranet links to the further relevant policies, procedures and other relevant information:

[Payment of Market Supplements](#)

[Pay and Allowances Policy](#)

[Pensions Discretions Policy](#)

[Redundancy Policy *and* Procedure](#)

[Retirement and Severance Policy](#)

[Recruitment Policy *and* Procedure](#)

[Disability at Work Commitment](#)

[Mindful Employer](#)

[Redeployment Policy *and* Procedure](#)

[Equality in Employment Policy](#)

[Relocation Expenses Policy](#)



For those seeking to access copies of policies externally via www.cheshireeast.gov.uk please contact HRCommunications@cheshireeast.gov.uk to request copies of the policies.

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LINK 1

CHESHIRE EAST PAY AND GRADING STRUCTURES FROM 1ST APRIL 2017**Senior Managers' Pay Structure (JNC)**

This table shows Senior Manager pay bands and spot salaries and the maximum performance award as applicable.

Pay Band	Achieving Spot Salary	FTE Salary	Exceeding performance award up to a maximum of:
Executive Director	CX2	£127,513	n/a
	CX3	£122,412	n/a
	CX4	£112,211	n/a
Director	D1 (a)	£98,848	£5,000
	D1 (b)	£91,809	£5,000
	D2	£88,443	£5,000
	D3	£83,240	£5,000
	D4	£78,038	£5,000
	D5	£72,835	£5,000
Senior Manager	SMG1	£72,835	£5,000
	SMG2	£67,633	£5,000
	SMG3	£62,430	£5,000
	SMG4	£57,228	£5,000
Manager	M1	£60,350	£4,000
	M2	£57,228	£4,000
	M3	£55,147	£4,000
	M4	£52,025	£4,000
	M5	£49,945	£4,000

Cheshire East NJC Pay scales

GRADE	SCP	SALARY ("SCP value")			
				41	£38,099
				42	£39,237
1	6	£15,014	11	43	£40,372
2	6	£15,014		44	£41,638
	7	£15,115		45	£42,898
	8	£15,246		46	£44,240
	9	£15,375		12	46
3	9	£15,375	47		£45,587
	10	£15,613	48		£47,143
	11	£15,807	49		£48,702
	12	£16,123	50		£49,728
	13	£16,491	51		£50,753
4	13	£16,491			
	14	£16,781			
	15	£17,072			
	16	£17,419			
	17	£17,772			
5	17	£17,772			
	18	£18,070			
	19	£18,746			
	20	£19,430			
	21	£20,138			
6	21	£20,138			
	22	£20,661			
	23	£21,268			

Note: The Council introduced a living wage of £7.85 per hour with effect from 1 November 2015, with first payments being made on 18 December. This equates to a FTE salary of £15,145. The existing

	24	£21,962
	25	£22,658
7	25	£22,658
	26	£23,398
	27	£24,174
	28	£24,964
	29	£25,951
8	29	£25,951
	30	£26,822
	31	£27,668
	32	£28,485
	33	£29,323
	34	£30,153
9	33	£29,323
	34	£30,153
	35	£30,785
	36	£31,601
	37	£32,486
10	37	£32,486
	38	£33,707
	39	£34,924
	40	£36,329
	41	£38,099

Cheshire East NJC grade structure has been retained but any NJC employees with a spinal column point (SCP) value below £15,145 will receive a supplement to bring their basic pay up to the "CEC Living Wage"

Link 2 ADDITIONS TO SALARY OF CHIEF OFFICERS

1. Fee for acting as the Returning Officer and Deputy Returning Officer(s)

Cheshire East Council is required to appoint a Returning Officer by virtue of section 35 of the Representation of the People Act 1983. In Cheshire East the Chief Executive has been appointed as the Returning Officer. This is a personal appointment, separate from their other duties. In this capacity he is the Returning Officer for elections to the Council and to Parish Councils within this Borough. For Borough and Parish Council elections, the Returning Officer fee is calculated in accordance with an agreed Scale of Fees.

The Returning Officer fee is payable for the substantial additional duties undertaken, and leadership required of the Returning Officer in planning, delivering and undertaking the elections and recognises the personal nature and personal responsibility of the role of the Returning Officer. The agreed scale of fees is used to determine the fees of the Deputy Returning Officers, who are appointed from time to time and other elections employees.

The Returning Officer for Cheshire East leads the electoral process for the Authority. For each election the scales of fees are set by the Government and the Returning Officer is directly accountable in law to the Government in regards to their electoral duties.

2. Travel Allowances and Expenses

The rates for use of private vehicles on Council business for all employees are currently:

	Engine Size	Engine Size
REGULAR USERS	451 -999cc	1000cc+
Lump Sum	£846	£963
Per mile first 8,500	36.9p	40.9p
Per mile after 8,500	13.7p	14.4p

	Engine size	Engine Size
OCCASIONAL USERS	451 -999cc	1000cc+
Per mile first 8,500	46.9p	52.2p
Per mile after 8,500	13.7p	14.4p

The Council has a small number of employees who are assessed as regular car users and receive a lump sum payment (payable monthly) with a reduced mileage rate. Assessment criteria are used to determine eligibility for all employees (including Chief Officers).

3. 'Green' Salary Sacrifice Lease Car Scheme

The Council has a 'green' salary sacrifice lease car scheme. This is an employee benefit, born out of the Government's introduction of a lower banding for benefit in kind taxation on low emission vehicles. The scheme enables employees to drive a new, fully maintained and insured car, but at a significantly reduced cost and offers savings in tax (employee only) and national insurance for both the employer and the employee.

The Green Car Scheme is underpinned by a salary sacrifice arrangement. Salary sacrifice is a contractual arrangement whereby an employee gives up the right to receive part of their cash remuneration, usually in return for their employer's agreement to provide some form of non-cash benefit, in this case a car.

Whilst the scheme operates at no cost to the employer, in fact generating a saving overall, because it is being provided as a benefit by the Council it attracts a 'Benefit in Kind' (BiK) tax for employees on the scheme. The scheme is open to all employees of the Council, subject to meeting the criteria set out in the scheme rules.

The level of CO2 emissions on the car chosen is important as it determines the benefit in kind tax to pay on the car (the non-cash benefit). The more environmentally friendly the car is, the greater the savings will be. Please note the scheme will be reviewed following the Government's announcements in the Autumn statement.

4. Relocation Expenses

Where it is necessary for a newly appointed employee to relocate to take up an appointment the Council may make a contribution towards relocation expenses, in accordance with the Relocation Expenses Policy. Under this policy, the Chief Executive, or their nominee, has discretion to agree relocation financial assistance for any external candidate appointed, up to a maximum of £10,000. The details of any such payment must be agreed at the time of making a job offer/during initial appointment. The relocation must bring the employee nearer to their work base and, as such, support will not normally be given to employees who already live within 30 miles of the work base. This discretion covers all items for which assistance may be given, which must be directly related to a home relocation within two years of appointment, for example removal expenses, legal and estate agents fees.

Travel Assistance may also be agreed for expenditure arising from a move from temporary accommodation to a permanent home, (as well as for the initial move to temporary accommodation), normally provided that the second move takes place within the maximum two year period. Both sets of assistance are subject to the overall limit of £10,000 and the policy is very clear that an employee must not make a net financial gain from the assistance.

An employee who leaves the Council's employment within one year of appointment will be required to repay all of the assistance given. If they leave during the second year, the assistance must still be repaid but the amount will be reduced by one twelfth for each completed month of employment in that year.

The same policy applies to Chief Executive, Chief Officers and other employees.

5. Professional Fees and Subscriptions

The Council will reimburse professional fees only for those employees where it is a legal requirement of their employment (subject to the employee paying the first £50) or, where employees are undertaking a training course and the membership of a professional body it is a requirement of the course. In those circumstances it will be paid for the period of study only. The Council has a single policy and does not differentiate between Chief Officers and other employees.

Link 3 LOCAL GOVERNMENT PENSION SCHEME

The Local Government Pension Scheme and policy with regard to the exercise of discretions in Pension provision is an important part of the remuneration package.

All employees under the age of 75 and who have a contract of employment which is for 3 months or more are entitled to join the statutory Local Government Pension Scheme (LGPS). There are no restrictions on the minimum number of hours an employee must work to be entitled to join.

From 1st March 2013 (the staging date) Cheshire East Council has complied with the new pensions duties under the Automatic Enrolment Regulations 2012 as follows:

- All new Cheshire East employees from 1st March 2013 have automatically been entered into Scheme membership, and have to elect to opt out if they wish.
- All existing eligible employees who have previously opted out of scheme membership will be automatically re-enrolled into the scheme with effect from 1st October 2017, at the end of the allowed transitional period. They will retain the right to opt out again if they wish.
- All existing employees who fall into the non-eligible category have been monitored from 1st March 2014 and will be automatically enrolled into scheme membership at the point that they meet the earnings and age threshold. They will retain the right to opt out if they wish.
- The Automatic Enrolment exercise will be repeated on a three yearly basis following the initial staging date.

The employee contribution bands are shown below.

Annual Rate of Pay	Rate of Employee Contributions
More than £151,800	12.5%
100,201 – 151,800	11.4%
86,001 – 101,200	10.5%
60,701 – 86,000	9.9.%
43,501 – 60,700	8.5%
34,401 – 43,500	6.8%
21,201 – 34,400	6.5%
13,601 – 21,200	5.8%
Up to 13,600	5.5%

These are the banding rates applicable as at 1st April 2016 and the expected rates in future years. The pay bands are adjusted in line with the Consumer Price Index (CPI) each April.

Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council must make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee. The rate of contribution is set by the Actuary advising the Cheshire Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The Actuary provides the Council with a certified primary employer contribution rate and also a certified monetary amount which needs to be paid to the Fund to cover the past service deficit. The results of the recent valuation have resulted in an increased primary rate of 17.2% payable from 1st April 2017 (up from 16.4% in 2016-17) and a past service deficit cash contribution of £14m. The two are combined to give a total employer contribution rate of 32% in 18-19.

For more comprehensive details of the Local Government Pension Scheme and Cheshire Pensions Fund see <http://www.cheshirepensionfund.org/>

Neither the Scheme nor the Council adopt different policies with regard to benefits for any category of employee: the same terms apply to the Chief Executive, Chief Officers and other employees alike.

Employer Discretions

The Scheme also provides for the exercise of discretions that allow for retirement benefits to be enhanced. The Council will consider each case on its merits but has determined that its usual policy is not to enhance benefits unless early release of pensions is agreed on compassionate/appropriate grounds. However, the Council has agreed to adopt the provision to enable redundant employees to purchase additional pension contributions with the non statutory part of their redundancy payment (additional redundancy payment if employees are in receipt of such a non-statutory payment)

The Pensions Discretions Policy details the Council's agreed Pensions Discretions and applies equally to the Chief Executive, Chief Officers and other employees. The Council currently operates 2 policies one for employees in the scheme prior to 1st April 2014 and another post 1st April 2014.

The Pension Scheme also provides for flexible retirement. In applying the flexible retirement provision no distinction is made between the Chief Executive, Chief Officers and other employees. Employees aged 55 and above may apply to reduce their hours of work and/or their pay grade and to seek agreement to early release to some, or all of their pension.

Requests will be considered if:

Either their substantive grade reduces by a minimum of 2 grades (e.g. grade 6 to grade 4) or equivalent, and/or their contract hours reduce by a minimum of 1/5th and at the same time the employee requests early release of their pension.

Where flexible retirement requests are approved and pension is released, payment of all of the pension will be on an actuarially reduced basis, unless they are in the protected group of employees as covered in the Local Government Pension Scheme Regulations.

Link 4 PAY MULTIPLES

The following information is based on basic salaries (only) as at 1st January 2018. Pay Multiples based upon employees' total financial year remuneration will be published as part of the annual Transparency Code declaration after the March 2018 payroll; full financial year payments are not available as at 1st January and so accurate 2017-18 remuneration based pay multiples cannot yet be presented. The figures below exclude school employees and teachers as the Localism Act does not apply to local authority schools. Casual employees are also excluded.

The lowest paid persons employed under a contract of employment with Cheshire East Council are employed on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st January 2018, this was equivalent to £15,014 per annum, equating to Spinal Column Point (SCP) 6 in both grade 1 and grade 2. However, with effect from 1st November 2015, employees paid on SCPs 6 and 7 received the CEC Living Wage supplement to increase their FTE basic salary to £15,145 per annum. There were 121 employees, excluding casuals, paid at the CEC Living Wage across grades 1 and 2 on 1st January 2018.

Separately from the Council's pay and grading structure, we offer one year apprenticeship placements and the Council operates this scheme in line with the National Minimum Wage. Additionally, there are a number of employees on other pay and conditions, as noted above, such as NHS and Soulbury employees on different pay structures, but none fall below the £15,145 FTE CEC Living Wage salary.

The current pay levels within the Council give a multiple of 10.1 between the lowest full time equivalent salary of £15,145 and the highest full time equivalent basic salary, that of the Chief Executive, at £153,015. The pay multiple between the median full time equivalent salary of £22,658 and the basic salary of the highest paid Chief Officer (the Chief Executive at £153,015) is 6.75. The multiple between the lowest paid employee on £15,145 and the average Chief Officer basic salary, currently £90,888, is 6.00.

The Council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required, nor the competitive demands of the external market. These pay multiples will be monitored throughout the year to ensure they remain acceptable. As part of the Council's ongoing monitoring of alignment with external pay markets, both within and outside the sector, it will use available benchmark information as appropriate.

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Composition of Staffing Appeals Sub Committee

A convened sub committee should comprise three Staffing Committee Members and be determined/ selected based on a response to an availability request from Democratic Services, on behalf of the Chairman of Staffing Committee.

The Chairman of the Staffing Appeals Sub Committee should be determined at the start of the meeting.

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