

# Staffing Committee

## Agenda

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**Date:** Tuesday 8th April 2014  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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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.

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

1. **Apologies for Absence**

To receive any 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 Committee.

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.

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Please contact Rachel Graves on 01270 686473  
E-Mail: [Rachel.graves@cheshireeast.gov.uk](mailto:Rachel.graves@cheshireeast.gov.uk) with any apologies or requests for further information or to give notice of a question to be asked by a member of the public

4. **Minutes of Previous meeting** (Pages 1 - 4)

To approve the minutes of the meeting held on 16 January 2014.

5. **Health and Safety Update** (Pages 5 - 14)

To consider a report on Health and Safety matters within the Council

6. **HR and Organisational Development Update** (Pages 15 - 24)

To consider a report on the progress with Human Resources and Organisational Development issues.

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Thursday, 16th January, 2014 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor R Domleo (Chairman)

Councillors D Brown, P Hayes (Sub for Cllr Murray), J Jackson, D Marren,  
B Moran (Sub for Cllr Jones), B Murphy and D Newton

**Officers**

Mike Suarez, Chief Executive

Suki Binjal, Head of Legal and Monitoring Officer

Julie Davies, Head of People and Organisational Development

Bronwen MacArthur-Williams, Corporate Health and Safety Manager (Item 46  
only)

Rachel Graves, Democratic Services Officer

**42 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors H Murray and M Jones.

**43 DECLARATIONS OF INTEREST**

Councillor J Jackson declared that she was a member of GMB.

**44 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**45 MINUTES OF PREVIOUS MEETING****RESOLVED:**

That the minutes of the meeting held on 24 October 2013 be approved as  
a correct record.

**46 HEALTH AND SAFETY UPDATE**

The Corporate Health and Safety Manager presented a report which  
provided a general update on Health and Safety matters.

Two Health and Safety briefings had been held in Macclesfield and  
Middlewich at which 110 school representatives had attended. Due to the  
popularity of the briefings it was proposed that they would be repeated  
biannually from April 2014.

A procurement exercise had been undertaken to award a contract for delivery of a selection of health and safety training courses. Sixty four submissions had been evaluated for running IOSH Managing Safely; First Aid at Work and manual handling courses and the contract was awarded by Live for Work. Corporate Health and Safety Officers would continue to deliver CIEH accredited courses, PRIME briefings and other in-house sessions.

In Quarter 3, 1481 accidents and 157 incidents reports had been entered onto PRIME, of which 17 were RIDDOR reportable to the Health and Safety Executive.

**RESOLVED:**

That the Health and Safety Update Report be noted.

**47 HR UPDATE**

The Head of People and Organisational Development presented a report which provided a general update on Human Resource issues.

On 18 December 2013 the 'Best of the Best' celebratory event had taken place at which the outstanding efforts and achievement of all employees who had been nominated for an aspire4excellence award during 2013 were recognised. The Employee of the Year award was presented to Michelle Blacoe from Children and Families and an additional eight winners were announced for the individual aspire value categories along with three team awards.

A review of the approach to recognition had been commissioned by the Leader and Chief Executive to ensure the scheme reflected what mattered most as the Council continued to transform.

The Employee Survey had been launched on 13 January 2014 and would run for 3 weeks. The Survey was being run by Survey Solutions and had been emailed to all employees with an email address and posted to all without to their home address.

The Survey results would be available in April and would include an overall measure of employee engagement alongside other indicators about change, communication, management and leadership. The results would be benchmarked internally and externally, using public and private sector norm groups.

A series of staff roadshows entitled "*one direction, many pathways*" had commenced on 16 January and would run through to 13 February 2014. The objectives were to keep staff informed on the direction of the Council, build confidence and commitment to the plans and engage staff on the review of core organisational values.

The final phase of the Senior Management Review was underway with consultation taking place with staff and Trade Union colleagues at service/tea, level. It was anticipated that phase 3 would end no later than 31 March 2014.

**RESOLVED:**

That the HR Update report be noted.

**48 PAY POLICY STATEMENT**

The Committee considered a report on the Pay Policy Statement for 2014-15.

The Council was required under section 38 of the Localism Act 2011 to produce a Pay Policy Statement by 31 March on an annual basis.

The Pay Policy Statement for 2014-15 had been updated to reflect a number of changes – these being:

- the job titles of senior managers updated
- senior manager pay updated to reflect the move to spot salaries
- reference made to the changes to the Local Government Pension Scheme
- pay multiples updated
- confirms that recruitment and selection of Corporate Leadership Board members be undertaken by Staffing Committee

The Committee recommended the following changes:

- Section 8: Publication and Access to Information - the Council should publish the data relating to employees with a salary of £50,000 and above
- Section 12: Re-Employment/Re-Engagement of Former Employee – delete “truly” so that it read “...not be re-employed or re-engaged in any capacity, except in exception circumstances ...”

**RESOLVED:**

That the Pay Policy Statement 2014-15, with the above amendments, be recommended to Council for approval.

**49 BUDGET SETTING PROCESS 2014-17 - PRE BUDGET REPORT**

*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 as the Committee was being consulted as part of the budget consultation process which ran from 13 January to 21 February 2014 and the next meeting of the Staffing Committee was not until after this period.*

The Committee considered the 2014/15 pre-budget report.

The report highlighted the main proposals in the budget for 2014/15, which supported the Council's priorities in the three year plan agreed by Council in February 2013. The report also set out the engagement plan for the current budget setting process.

**RESOLVED:**

That the contents of the Pre-Budget Report be noted.

The meeting commenced at 2.00 pm and concluded at 3.50 pm

Councillor R M Domleo (Chairman)

# CHESHIRE EAST COUNCIL

## Staffing Committee

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**Date of Meeting:** 8 April 2014  
**Report of:** Head of Governance and Democratic Services  
**Subject/Title:** Health and Safety Update

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### **1.0 Report Summary**

1.1 This report provides an update on Health and Safety matters within the Council.

### **2.0 Recommendation**

2.1 That the report be noted.

### **3.0 Reasons for Recommendations**

3.1 To ensure that the Committee is kept up to date with Health and Safety matters.

### **4.0 Wards Affected**

4.1 No specific ward affected

### **5.0 Local Ward Members**

5.1 Not applicable

### **6.0 Policy Implications**

6.1 No significant implications

### **7.0 Financial Implications**

7.1 No direct implications arising from this report.

### **8.0 Legal Implications**

8.1 No direct 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 issues will be dealt with separately.

## 10.0 HEALTH AND SAFETY UPDATE

### 10.1 DELIVERY OF CORPORATE HEALTH AND SAFETY TRAINING DURING QUARTER 4: 01.04.14 – 31.03.14

10.1.1 Fourteen courses have been delivered to 126 CEC officers and 6 external employees – totalling 132 delegates:

NO. OF COURSES	COURSE TITLE & DURATION	NO. OF DELEGATES
1	CIEH Level 1 Health & Safety – 1 day	7 corporate
2	IOSH Managing Safely – 4 days	14 corporate
1	IOSH Managing Safely Refresher – 1 day	8 corporate
3	First Aid Re-qualification	34 corporate
2	Emergency First Aid at Work	20 Corporate
1	PRIME	3 Corporate 7 School
1	Manual Handling	9 Corporate 1 school
2	First Aid at Work	10 Corporate 6 external (Ringway Jacobs)
1	Managing Safety (schools)	13 Schools
Total Corporate Delegates		105
Total School Delegates		21
Total External Delegates		6
<b>Total Courses Delivered</b>		<b>14</b>
<b>Total Delegates (126 CEC Officers and 6 external)</b>		<b>132</b>

## 10.2 ROSPA RECOGNITION AWARD 2014 – PORTFOLIO SUBMISSION

10.2.1 The second RoSPA Recognition Award portfolio was submitted in February 2014 and was prepared using contributions from the whole Corporate Health & Safety Service team. The outcome is expected during April 2014 and Staffing Committee members will be informed when the result is known.

### **10.3 WORKING TOWARDS THE PREPARATION OF ALTERNATIVE SERVICE DELIVERY VEHICLES (ASDVs)**

10.3.1 Senior Corporate Health & Safety Advisers have been preparing to support ANSA, ORBITAS and ESAR. Arrangements include:

- meeting relevant Managers to discuss health & safety priorities and requirements for each ASDV
- networking with external advisory groups and colleagues (e.g.: LAWS [Local Authority Waste Safety group] and APSE)
- preparing specific Health & Safety Policies and accompanying documentation
- identifying training needs of both future ASDV employees as well as relevant Corporate Health & Safety Advisers.

10.3.2 Preparation of service level agreements has commenced.

### **10.4 CORPORATE HEALTH & SAFETY AUDIT PROGRAMME**

10.4.1 The Corporate Audit of Children & Families is progressing – although an unexpected delay occurred due to recent re-structuring of services. The action plan prepared by the Lead Corporate Health & Safety Adviser has been submitted to relevant Children & Families Managers for comment and expected completion of the audit has been agreed for the end of April 2014.

### **10.5 CORPORATE ACCIDENT & INCIDENT STATISTICS - QUARTER 4: 01.01.14 - 28.02.14 (INTERIM)**

10.5.1 Due to the early date of this Staffing Committee, it has not been possible to present a full set of accident data for Quarter 4. Therefore, interim statistics have been prepared - which refer to 01.01.14 – 28.02.14. The forthcoming Staffing Committee meeting in July 2014 will include updated and complete details for Quarter 4.

10.5.2 Interim Quarter 4 statistics (01.01.14 - 28.02.14), show that **837** accidents and **202** incident\* reports were entered onto PRIME (totalling **1039**), of which **17** were RIDDOR reportable to the Health & Safety Executive.

\*An incident is an event where no physical injury occurs, although this may still be RIDDOR reportable depending upon the circumstances – e.g. a fire, loss of electric power or a scaffold collapse.

**Total number of RIDDOR Accident / Incidents**

<b>Reporting Period</b>	<b>No. of Accidents &amp; Incidents on PRIME</b>	<b>No. of RIDDOR Reports</b>
<b>Q3 –Q4: 2010- 2011</b>	3218	264
<b>Q1– Q4: 2011- 2012</b>	6528	322
<b>Q1– Q4: 2012- 2013</b>	5956	151
<b>Q1 2013 - 2014</b>	1531	44
<b>Q2 2013 - 2014</b>	1291	33
<b>Q3 2013 – 2014</b>	1840	17
<b>Q4 2013 – 2014 INTERIM</b>	1039	17

<b>Quarter 4 RIDDOR Type - INTERIM</b>	
Members of Staff	6
Members of the Public	11

<b>Quarter 4 (Interim) Accident / Incident Numbers - INTERIM</b>	
Members of Staff	123
Members of the Public	714
Incidents (no injury)	202

10.5.3 Care4CE reported 395 accidents and incidents (37% of the total) – of which 1 accident was RIDDOR Reportable. This involved the death of a service user shortly after sustaining a head injury. An inquiry has been opened and adjourned into this matter.

198 slips, trips and falls involving Service users continue to account for the highest cause of reports - which often occur when customers fall out of bed or off the toilet (19% of the total) and 48 assaults of staff were the second highest event reported (7% of the total).

10.5.4 Schools reported 395 accidents and 12 incidents (39% of the total), of which 11 were RIDDOR reportable. RIDDOR events occurred in the following areas:

sports injuries = 4, slips / trips / falls = 4, Injured whilst handling / lifting / carrying = 1, fall from a height = 1 and injured during a curriculum activity = 1.

10.5.4 Leisure Facilities reported 139 accidents and 3 incidents (14% of the total) of which 2 were RIDDOR reportable. One was a fractured wrist sustained from a fall whilst roller skating and the other who fell down stairs whilst mopping a floor.

10.5.5 Tatton Park reported 8 accidents and no incidents (1% of the total) – None of which were RIDDOR reportable.

Further details are shown in the following Appendices:

- RIDDOR accidents / incidents reported by Directorate and Location – Appendix 1
- RIDDOR accidents / incidents reported by Directorate and Accident Type – Appendix 2
- Accident Outcomes by Type – Appendix 3
- Incident Outcomes by Type – Appendix 4

## APPENDIX 1

**TOTAL RIDDOR ACCIDENTS / INCIDENTS BY DIRECTORATE AND LOCATION  
QUARTER 4 (INTERIM): 01.01.14 – 28.02.14**

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<b>BUSINESS</b>	<b>SITE</b>	<b>TOTAL</b>
<b>ADULTS, COMMUNITY, HEALTH AND WELLBEING</b>	Alsager Leisure Centre	1
	Macclesfield Leisure Centre	1
	Mountview Community Support Centre	1
	<b>Sub Total</b>	<b>3</b>
<b>CHILDREN AND FAMILIES – NON SCHOOLS</b>	113 Broad Street, Crewe	
	<b>Sub Total</b>	<b>1</b>
<b>CHILDREN AND FAMILIES – SCHOOLS</b>	Black Firs Primary School	1
	Haslington Primary School	1
	Havannah Primary School	1
	Malbank High School	1
	Marton and District Church of England Primary School	1
	Parkroyal Primary School	1
	St Marys Catholic Primary School (Crewe)	1
	Wheelock Primary School	1
	Wilmslow High School	2
	Wistaston Church Lane Primary School	1
	<b>Sub Total</b>	<b>11</b>
<b>PLACES</b>		
	<b>Sub Total</b>	<b>0</b>
<b>NOT ON SITE</b>	16 Crown Street West Macclesfield	1
	Ullswater Road Congleton	1
	<b>Sub Total</b>	<b>2</b>
<b>TOTAL:</b>		<b>17</b>

END OF APPENDIX 1

## APPENDIX 2

**TOTAL RIDDOR ACCIDENTS / INCIDENTS REPORTED BY DIRECTORATE AND  
ACCIDENT TYPE - QUARTER 4 (INTERIM): 01.01.14 – 28.02.14**

	PEOPLE		CORPORATE SUPPORT SERVICES	PLACES	TOTALS
	Adults, Community Health & Wellbeing	Children & Families			
Fall From Height	1	2	-	-	3
Injured by an animal	-	-	-	1	1
Injured while handling / lifting / carrying	-	1	-	1	2
Slipped/Tripped/Fell on the same level	2	4	-	-	6
Sports Injury	4	-	-	-	4
Unknown Cause	-	1	-	-	1
<b>TOTALS</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>17</b>

**END OF APPENDIX 2**

**ALL ACCIDENT OUTCOMES BY TYPE (INJURY, ILL HEALTH etc)  
QUARTER 4 (INTERIM) - 01.01.14 – 28.02.14**

<b>Accident Outcomes - Injuries</b>			
	<b>Total</b>	<b>%</b>	<b>RIDDOR</b>
Minor Injuries <sup>1</sup>	561	67.0	6
Fracture	19	2.3	6
Suspected fracture	8	1.0	3
Dislocation	6	0.7	0
Bite by Human	5	0.6	0
Bite by Animal or Insect	2	0.2	1
Irritation/Chemical/Grit	2	0.2	0
Burn/Scald	11	1.3	0
Crush	3	0.4	0
Penetrating Injury <sup>2</sup>	3	0.4	0
Electric Shock <sup>3</sup>	1	0.1	0
<b>Total</b>	<b>621</b>	<b>72.4</b>	<b>16</b>

<b>Accident Outcomes - Health Related</b>			
	<b>Total</b>	<b>%</b>	<b>RIDDOR</b>
Faint/Loss of Consciousness	3	0.4	0
Seizure/Absence	3	0.4	0
Acute Illness Requiring Medical Treatment	1	0.1	0
Choking <sup>4</sup>	1	0.1	0
<b>Total</b>	<b>8</b>	<b>1.0</b>	<b>0</b>

<sup>1</sup> **Minor injuries (561):** Knock (265); Cut / Laceration / Grazing (124); Bruise (50); Pain (23); Sprain (24); Swelling (11); Nose Bleed (11); Scratches (26); Strain (10); Twist (8); Pinch (2); Trap / Nip (7)

<sup>2</sup> **Penetrating injury (3):** All 3 accidents happened in schools, including a member of staff who received a needle stick injury administering insulin to a diabetic pupil

<sup>3</sup> **Electric shock (1):** A school pupil was working with a disassembled radio and received a mild electric shock

<sup>4</sup> **Choking (2):** Both happened in schools. One involved a pupil choking on their food and a teacher administering backslaps. The second involved a pupil assaulting another, choking them until other pupils intervened. Neither incident was RIDDOR reportable

<b>Accident Outcomes - No Apparent Injury</b>			
	<b>Total</b>	<b>%</b>	<b>RIDDOR</b>
No Apparent Injury	<b>173</b>	<b>20.7</b>	<b>0</b>

<b>Accident Outcomes - Other</b>			
	<b>Total</b>	<b>%</b>	<b>RIDDOR</b>
Other <sup>5</sup>	<b>34</b>	<b>4.1</b>	<b>1</b>

**END OF APPENDIX 3**

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<sup>5</sup> **Other (34):** Assault (3); Self Harm (1); Fall from Height (4); Unknown (7); Slip / Trip / Fall (9); Non Accidental (2); Near Miss (2); Hit by Moving / Flying Object (3); Hit by Fixed / Stationary Object (1); Moving & Handling (1); Attempted Suicide (1)

**ALL INCIDENT OUTCOMES BY TYPE QUARTER 4 (INTERIM)  
01.01.14 – 28.02.14**

<b>All Incidents by Type</b>			
	<b>Total</b>	<b>%</b>	<b>RIDDOR</b>
Aggressive / threatening behaviour	49	24.3	0
Assault on Staff by Service User	31	15.3	0
Near Miss	25	12.4	0
Ill Health	9	4.5	0
Self Harming Incident	30	14.9	0
Physical Intervention	2	1.0	0
Assault on Service User by Service User	15	7.4	0
Verbal abuse / offensive language	19	8.9	0
Suspicious Behaviour	4	2.0	0
Failure of Plant/Equipment/Buildings Incident	3	1.5	0
Criminal Damage	2	1.0	0
Assault	3	1.5	0
Vehicles/Transport Incident	1	0.5	0
Assault on Young Person by another Young Person	2	1.0	0
Theft from a Room	1	0.5	0
Attempted Robbery	1	0.5	0
Council Property Loss/Damage	1	0.5	0
Verbal abuse and assault	1	0.5	0
Member of Public Property Loss/Damage	1	0.5	0
Assault on Staff by a Young Person	2	1.0	0
Vehicle Collision	1	0.5	0
<b>Total</b>	<b>203</b>	<b>100</b>	<b>0</b>

**END OF APPENDIX 4**

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## CHESHIRE EAST COUNCIL

### Staffing Committee

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<b>Date of Meeting:</b>	8 April 2014
<b>Report of:</b>	Julie Davies, Head of People and OD
<b>Subject/Title:</b>	HR and Organisational Development Update

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#### 1.0 Report Summary

- 1.1 To update the Committee on progress with Human Resource and Organisational Development (OD) issues as well as providing a progress update on the review of Staffing Committee Terms of Reference and the Senior Manager Pay and Reward Policy.

#### 2.0 Recommendations

- 2.1 Staffing Committee are asked to note the report and:
- i. Provide feedback to the Chairman of Staffing Committee regarding the Staffing Committee Terms of Reference.
  - ii. Provide feedback on the Senior Management Pay and Reward Policy prior to approval at Cabinet.
  - iii. To note the changes to the Local Government Pension Scheme

#### 3.0 Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with HR and OD matters.

#### 4.0 Wards Affected

- 4.1 No specific wards affected.

#### 5.0 Local Ward Members

- 5.1 Not applicable.

#### 6.0 Policy Implications including – Senior Management Pay and Reward Policy

- 6.1 This Senior Management Pay Policy is subject to formal agreement by Cabinet

#### 7.0 Financial Implications

- 7.1 No direct implications arising from this report.

## **8.0 Legal Implications**

8.1 None

## **9.0 Risk Management**

9.1 No significant risks identified as a result of this update report.

## **10.0 Organisational Development**

### **10.1 Values, behaviours and employee recognition**

10.1 Recognising the very different organisation we are and will become, a review of our core organisational values, associated behaviours and employee recognition scheme has been commissioned by the Leader and Chief Executive to ensure our core values reflect what matters most and provide a strong and enduring foundation for future success.

10.2 At the recent series of staff road shows more than 800 staff and managers were invited to discuss and share their thoughts on how our core organisational values may need to change. A number of different perspectives emerged and recognising the extent of change underway, further work is now progressing to review our values base and associated behaviours so that they resonate strongly and provide a key lever for change.

10.3 A working party involving a cross section of colleagues from across the organisation is developing an enhanced approach to employee recognition with the aim of recognising role models of our values in action. Details will be shared in the coming months.

### **10.4 Middle Manager Conferences**

10.5 As we near the end of phase 3 of the managers' review, a series of conferences are planned during March specifically for Middle Managers, recognising their crucial role in helping to deliver the Council's ambitious change agenda. Led by the Leader of the Council, Chief Executive and Director for Strategic Commissioning - the objectives are to:

- To share and discuss the future direction and priorities of the council
- To explore the crucial role of middle managers in achieving success
- To help build a strong and effective middle manager community

10.6 The feedback and outcomes from these will be shared with the Staffing Committee

## **10.7 Coaching for innovation, change and performance**

10.8 Coaching is a particularly powerful tool that has proven to be a highly effective way of developing individual and organisational performance by unlocking capability, building confidence and increasing ownership.

10.9 Cheshire East is set to embark on an accredited “Coaching for innovation, change and performance” development programme which will be piloted between April and August 2014. We will be working with a leading provider, PB Coaching, who work with many public and private sector organisations, to deliver this pilot phase. Following evaluation of the pilot and any improvements it is our intention to roll out this development offer across the organisation. The pilot programme has been offered out to a wide range of staff ,with a strong up take and are keen to obtain a good mix of colleagues attending the different programmes available.

## **11.0 HR Strategy**

### **11.1 Senior Management Pay & Reward Strategy**

11.1 As part of the phase 1&2 management review, 120 senior managers were placed on to performance related pay. This policy is subject to formal approval by Cabinet and is attached at Appendix 1.

11.2 This policy supports the Council's new Senior Management Pay Structure and is in line with the recently approved 2014 Pay Policy Statement. The establishment of a CLB Appraisal Board will dovetail into this policy.

11.3 Members are asked to review this policy and feedback any comments.

### **12.0 CLB Appraisal Board**

12.1 Verbal update from the Chairman of the Committee.

### **13.0 Terms of Reference for Staffing Committee**

13.1 As Members will recall, a Motion was proposed at Council requested a review of the Staffing Committee's Terms of Reference (TOR) with a view to widening its remit to encompass matters that are normally entailed in the work of a Staffing Committee such as corporate culture, employee relations and communications, senior appointments, disciplinary matters and management structures. This motion was passed to the Council's Constitution Committee for consideration and a working group was established. This group, in consultation with the Chairman of Staffing Committee, has made good progress with the terms of reference and has considered, amongst other things, the range of HR and Staffing matters that could be included in these, comparisons with other local authorities and the implications of broadening the terms of reference. The working group is due to meet again in April and will agree on a draft set of terms of reference to be recommended to the Constitution Committee.

13.2 Staffing Committee Members will of course have the opportunity to feed back to the Chairman of the Committee any comments and views regarding the proposed terms of reference.

**14.0 Local Government Pension Scheme**

14.1 From the first of April there will be some changes to the Local Government Pension Scheme. These include non contractual overtime and additional hours now being pensionable. There is also the option of contribution flexibility. Where pension members decide, they can elect reduce their contributions by 50% for 50% of the benefit. The most notable of the 2014 changes is the move to become a Career Average Re-Valued Earnings (CARE) scheme, rather than a Final Salary Scheme, which means that pension will be accrued based on earnings for each year that the employee is eligible to contribute to the scheme. For those employees that were members of the LGPS prior to the 1<sup>st</sup> April 2014, the scheme membership accrued up to 31<sup>st</sup> March 2014 is protected and therefore will be paid, upon retirement, based on final salary and the current Normal Pension Age.

14.2 In addition, employee contribution rates are changing from 7 bands to 9 banding range. Whilst 97% of the membership will not be affected, those earning above £43,000 will see increases to their contribution rates as detailed in the table below.

<b>Band</b>	<b>Salary Level</b>	<b>New Contribution Rate</b>
1.	Up to £13,500	5.5%
2.	£13,501 to £21,000	5.8%
3.	£21,001 to £34,000	6.5%
4.	£34,001 to £43,000	6.8%
5.	£43,001 to £60,000	8.5%
6.	£60,001 to £85,000	9.9%
7.	£85,001 to £100,000	10.5%
8.	£100,001 to £150,000	11.4%
9.	£150,001 or more	12.5%

**15.0 Access to Information**

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

Name: Julie Davies  
 Designation: Head of People and OD  
 Tel No: 01270 686328

## **Appendix 1**



### **DRAFT Senior Management Pay and Reward Policy**

#### **1. Scope**

This policy covers the remuneration and benefits arrangements for roles created under Phase 1 and Phase 2 of the new Cheshire East Operating Model.

The Council will mobilise a number of alternative service delivery vehicles before this policy comes into effect. Each of the new companies will need to have suitable arrangements in place for the pay and reward of their senior managers. For companies which are wholly owned by the Council, it is recommended that they adopt this policy. This would provide for consistency of practice across the Council's group of companies and the Council itself. Other companies such as Everybody Sports and Recreation Limited would need to put its own arrangements in place and may wish to consider the Council's policy.

This policy is not applicable for phase 3 managers / supervisors who will not be placed on spot salaries with performance related pay at this time.

#### **2. Purpose**

This policy is designed to ensure that the rewards for the senior post holders are linked to the achievement of the Council's Strategy and Corporate Plan, and to support successful implementation of the Operating Model.

The policy will ensure clarity relating to what rewards are for and providing a mechanism for recognising performance. The policy should allow the Council to attract and retain talent, through a fair, flexible and performance related approach.

#### **3. Guiding Principles**

There are a number of guiding principles which govern the Council's senior management reward policy:

- 1 Reward policy for senior post-holders is to be transparent, clearly defined

and readily understood.

- 2 The policy is be affordable and reward will be commensurate with individual and corporate performance.
- 3 The policy offers the flexibility to reward for job size, capability, performance (objectives and behaviour), and market rates (where relevant, with evidence).
- 4 Reward for senior roles will be fair and proportionate to reward for the wider workforce.

#### **4. Reward Components**

Reward comprises of basic salary, an annual incentive and a range of benefits. The components are described as follows:

*Basic salary:* this is guaranteed fixed cash remuneration, paid monthly. The level of basic salary is contractual.

*'Exceeding' Performance Related Pay:* this is paid monthly 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, many of which are guaranteed and form a part of the contract of employment. The principal benefits are holidays and pension scheme membership.

#### **5. Job Evaluation and Banding**

The bands are linked to job evaluation points ranges which have been determined as part of the new operating model. Senior manager roles are allocated to these bands through the following process:

- A new role is identified, and relevant materials passed to HR (job description, person specification, organisation chart, relevant budget/dimension information)
- The Head of People and OD convenes a panel (once established) of trained evaluators to job evaluate the new role and determine its total job size by considering a range of job factors
- Independent quality assurance sought where requested
- Having established the total points score, roles are then allocated to a band and which offers a number of pay parameters (see section below on Pay Structure).

## 6. Pay Structure

Senior management roles in the new operating model each attract a spot salary. The new spot salaries reflect the 'rate' for the job relative to the grade (as determined by job evaluation) and are set based on a number of considerations (see "Setting the achieving rate" below).

In addition to the principal spot salary for each role, which is referred to as the 'achieving rate', an 'exceeding' point has been introduced to reflect and reward performance above the normal, high expectations for posts at this level.

The 'exceeding rate' is only to be paid to individuals that can clearly demonstrate exceptional performance e.g. through the achievement of SMART stretch objectives, for example in relation to particular major change projects or initiatives. This additional payment, over and above the substantive spot salary for the role, will be pensionable, paid in 12 monthly instalments as part of regular salary. It must be reviewed each year. It is not a permanent salary addition, and must be re-earned.

### Setting the achieving rate

Each grade within the Senior Management population will have a range of pay within which an 'achieving rate' can be set.

The achieving rate is offered on the following basis:

- Considered to be the spot 'rate for the job' – there is no guaranteed or anticipated progression of or within the achieving range (this is purely discretionary);
- An employee needs to be able to demonstrate they are performing in all aspects of role;

The achieving rate for each role will be set by considering the following on a case by case basis:

- The rate for the job relative to job size (as determined by job evaluation);
- Fairness and equity – relativities against other roles in the grade;
- Any unique market premia for the role;
- Capability and experience of the role holder, and contribution to date;
- The need to attract and retain the right talent with the right capability and experience;

Based on these considerations, the 'achieving rate' will be set within the following parameters for each grade:

<b>Cheshire East Role</b>	<b>Achieving rate set between*</b>
<b>Description</b> Manager	£48,000 - £58,000
Senior Manager	£55,000 - £70,000
Director	£75,000 - £95,000
Executive Director	£110,000 - £125,000 (Chief Executive Salary set separately)

\*Those who take on significant additional responsibilities (including statutory responsibilities) on a temporary basis may have a temporary achieving rate set higher than the range set out in the table – reflecting a level of work commensurate with the grade above.

\*Market premia might be paid within or beyond the range to a maximum of 10% above the range.

#### Confirming the 'exceeding rate'

The exceeding rate is based on the following considerations:

- Paid where it can be clearly demonstrated that employee performance is at an outstanding / exceptional level;
- Stretch objectives have been set and these have been consistently achieved and/or additional areas of responsibility have been taken on and effectively delivered;
- Targets will be clarified at the beginning (or shortly after appointment) of the financial year and may be adjusted from year to year to take account of strategic initiatives and changing priorities;
- Formal decision to progress should be taken following assessment by line manager, supported by grandparent manager (separate arrangements CLB through an appraisal board);
- Moderation to ensure consistency and fairness;
- Payment will be non-consolidated but would be pensionable;
- Payment normally to be made in equal instalments in the year following assessment;

Exceeding rates are set on the following basis:

<b>Cheshire East Role Description</b>	<b>Achieving rate set between</b>	<b>Exceeding rate opportunity set at</b>
Manager	£48,000 - £58,000	Achieving rate plus £4,000
Senior Manager	£55,000 - £70,000	Achieving rate plus £5,000
Director	£75,000 - £95,000	Achieving rate plus £5,000
Executive Director	£110,000 - £125,000 (Chief Executive Salary set separately)	Achieving rate plus £10,000

## 7. The Performance Year

<b>Timeframe</b>	<b>Stage</b>
March – May	Managers set SMART objectives with individuals (with CLB Appraisal Board for CLB Members)
May	Objectives checked and agreed by the grandparent manager (with CLB Appraisal board for CLB members).
Sept - October	Mid year reviews take place.
March – April	Performance ratings determined and agreed by Grandparent manager / appraisal board.
May / June	Moderation takes place.  'Exceeding' pay levels agreed for the previous year's performance.

**END**

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