

Staffing Committee

Agenda

Date: Thursday 26th January 2017
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 Meetings** (Pages 3 - 8)

To approve the minutes of the meetings held on 27 October 2016 and 8 December 2016

5. **People Plan 2016-2017 - Update Report** (Pages 9 - 40)

To receive a report on the progress with the Council's People Plan 2016-17

6. **Pay Policy Statement** (Pages 41 - 62)

To consider a report on the Pay Policy Statement for 2017/18 and make a recommendation to Council for approval and publication

7. **Reassurance Project** (Pages 63 - 70)

To consider a report on the Reassurance Project and make a recommendation to Cabinet for endorsement

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 27th October, 2016 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor B Moran (Chairman)

Councillors D Brown, JP Findlow (Sub for Cllr R Bailey), S Hogben (sub for Cllr D Flude), J Jackson, M Parsons and L Smetham (Sub for Cllr D Marren)

Officers

Sara Barker, Head of Strategic HR
Rosie Ottewill, Organisational Development Manager
Sally Gold, Legal Services
Rachel Graves, Democratic Services Officer

22 APOLOGIES FOR ABSENCE

Apologies were received from Councillor R Bailey, D Flude and D Marren.

23 DECLARATIONS OF INTEREST

No declarations were made.

24 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public were present.

25 MINUTES OF PREVIOUS MEETINGS**RESOLVED:**

That the minutes of the meetings held on 5 July 2016, 25 July 2016 and 16 August 2016 be confirmed as a correct record.

26 PEOPLE PLAN 2016-2017 - UPDATE REPORT

The Committee considered a report on the progress with the Council's People Plan 2016/17.

The report provided details on the progress against 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 the number of accidents and incidents in Quarter 1 and Quarter 2 and details of the RIDDOR reportable accidents.

It was agreed that the employee turnover table should include an additional column to show the number of leavers excluding those who TUPE transferred to ASDVs, which would show a truer picture of staff turnover.

It was also queried if the ASDVs turnover figures were reported to the Cheshire East Residents First Board. The Head of Strategic HR agreed to look into this.

The Staff Survey had been completed with an overall response rate of 59%. The key findings had been reported to Councillors and Senior Managers and as a follow up, Corporate and Service level action plans were being developed to deal with the issues identified as needing improvement.

RESOLVED: That

- 1 the report be noted;
- 2 the employee turnover table be amended to include an additional column to show the number of leavers excluding those who TUPE transfer to ASDVs; and
- 3 The Head of Strategic HR to clarify if the ASDVs turnover figures were reported to the Cheshire East Residents First Board.

27 STAFFING COMMITTEE WORKING GROUPS

(a) Absence/Attendance Management Working Group

An update was given on the Member and Officer Working Group, which had been established to review absence and attendance management.

The Working Group had looked at data reporting, the management of short and long term absence, reporting of sickness data within the Council and was looking at good practice from other organisations.

An audit of the Attendance Management Procedure had been carried out by Internal Audit and the final report was expected shortly.

The outcome of the review would feed into the review of policy and procedures and a report would be submitted to Staffing Committee.

(b) Reassurance Working Group

It was reported that the Reassurance Working Group had been established to provide assurance that the wellbeing of the staff and

Members of Cheshire East Council was aligned to best practice and organisational values.

An audit of the Council's HR policies and procedures had been carried out by NW Employers, which had shown that they were compliant and the changes suggested related to minor changes and references due to legislations changes. These changes would be considered by the Policy Review Group before consultation with the Trade Unions and approval by Staffing Committee.

The results of the staff survey in relation to Fairness, Respect and Negative Behaviours section had been positive and work had been commissioned on these issues in the form of Focus Groups with staff from those areas within the Council where there had been a lower response to the Staff Survey and in areas where staff had responded regarding bullying at work.

(c) Pension Discretions and Exit Payments Working Group

The Working Group had been established to consider the issues of pension discretions and exit payments.

The work on pension discretions had been completed with the Staffing Committee approving the changes at its meeting in July.

The Group continued to explore the options and considerations in terms of the Council's Voluntary Redundancy terms and use of Settlement Agreements in the light of the recent outcome of the Government consultation on Exit Payments.

28 DIRECTOR OF PUBLIC HEALTH RECRUITMENT

The Chairman updated the Committee on the recruitment of the Director of Public Health.

The job advert had been published with a closing date of 11 November for applications. It was proposed that the long and short listing of candidates be held on 1 December 2016. The interviews would be carried out over two days with the Advisory Appointment Committee meeting on 7 December and Staffing Committee on 8 December 2016.

The meeting commenced at 2.05 pm and concluded at 3.40 pm

Councillor B Moran (Chairman)

This page is intentionally left blank

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 8th December, 2016 at The Kim Ryley Room - Westfields,
Middlewich Road Sandbach

PRESENT

Councillor B Moran (Chairman)

Councillors P Bates (Substitute for Cllr D Brown) , J Clowes (Substitute for Cllr G Barton), JP Findlow (Substitute for Cllr R Bailey), D Flude, S Hogben (Substitute for Cllr J Jackson), M Parsons and S Pochin (Substitute for Cllr D Marren)

Officers in Attendance

Cath O'Dwyer, Executive Director of People & Deputy CEO
Mark Paethrope, Strategic Director of Adult Social Care and Health

29 APOLOGIES FOR ABSENCE

Apologies were received from Councillors G Barton, R Bailey, D Brown, J Jackson and D Marren.

30 DECLARATIONS OF INTEREST

In the interests of openness, the Strategic Director of Adult Social Care and Health declared that they knew one of the candidates.

31 PUBLIC SPEAKING TIME/OPEN SESSION

No members of the public were present.

32 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting during consideration of the following item pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that it involved the likely discussion of exempt information as defined in Paragraphs 1 and 2 of Part 1 of the Schedule 12A of the Local Government Act 1972 and the public interest would not be served in publishing the information.

33 APPOINTMENT OF DIRECTOR OF PUBLIC HEALTH

The Committee interviewed the candidates for the position of Director of Public Health

RESOLVED:

That the position of Director of Public Health be offered to Fiona Reynolds, at an appropriate salary, subject to satisfactory references and also that there are no objections from Cabinet.

The meeting commenced at 9.30 am and concluded at 2.05 pm

Councillor B Moran (Chairman)

CHESHIRE EAST COUNCIL

Staffing Committee

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

1.0 Report Summary

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

2.0 Recommendation

- 2.1 To note the report and receive feedback.

3.0 Reasons for Recommendations

- 3.1 To ensure Members are kept up to date with HR and OD developments and that the Committee's Terms of Reference are followed.

4.0 Wards Affected

- 4.1 No specific wards affected.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

- 6.1 No significant policy issues identified as a result of this update report.

7.0 Financial Implications

- 7.1 No direct financial implications arising from this report.

8.0 Legal Implications

- 8.1 No direct legal implications arising from this report.

9.0 Risk Management

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

10.0 WORKFORCE PRIORITIES

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

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

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

Red - Significantly off track

Amber - Some delay

Green - On track / completed

11.0 STAFFING COMMITTEE WORKING GROUPS

11.1 Absence/Attendance Management Working Group

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

11.2 Re-assurance Working Group

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

11.3 Pension Discretions and Exit Payments Review Working Group

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

12.0 HR PERFORMANCE DATA (Q3) 01.10.2016 – 31.12.2016

Health and Safety**ACCIDENT & INCIDENT QUARTER 3 SUMMARY 01.10.16 – 31.12.16**

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

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

RIDDOR details are as follows:

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

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

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

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

13.0 HR PERFORMANCE DATA (Q3) 01.10.2016 – 31.12.2016

13.1 Headcount/FTE trend (excluding schools and casuals)

Date	Headcount	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC	FTE	% change from previous year	% change from previous year excluding ASDV TUPE transfers out of CEC
30 Apr 2009	6,522	n/a	n/a	4891.5	n/a	n/a
30 Apr 2010	6,155	-5.63	n/a	4582.8	-6.31	n/a
30 Apr 2011	5,860	-4.79	n/a	4385.4	-4.31	n/a
30 Apr 2012	5,449	-7.01	n/a	4080.2	-6.96	n/a
30 Apr 2013	5,103	-6.35	n/a	3880.7	-4.89	n/a
30 Apr 2014	4,403	-13.72	-6.87	3232.7	-16.70	-8.24
30 Apr 2015	3,812	-13.42	-0.88	2883.5	-10.80	0.45
30 Apr 2016	3,763	-1.29	-0.76	2891.7	0.28	0.98
31 Dec 2016	3,690	n/a	n/a	2874.3	n/a	n/a

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

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

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

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

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

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

13.3 Voluntary Redundancy

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

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

Apr - Dec 2016	17
----------------	----

13.4 Working days lost due to sickness absence:

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

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

13.5 **HR Casework –**

The HR Team continues to work with management to resolve concerns at the earliest opportunity. Where these cannot be resolved, formal procedures are used to seek outcomes for the concerns raised. The table below sets out those cases that were considered using formal procedures. There have been no member appeals during the Q3 of 2016/17.

Summary of current formal case work:

	Capability	Disciplinary	Grievance	Dignity at Work	ET
As at June 2015	3	12	3	1	0
As at Sept 2015	4	6	2	0	0
As at Dec 2015	4	2	1	0	1
As at March 2016	5	2	6	1	1
As at May 2016	4	2	3	1	1
As at Sept 2016	4	0	1	1	1
As at Dec 2016	5	8	6	1	0

Summary of closed formal case work during period.

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

Summary of new formal case work during period.

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

14.0 **Access to Information**

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

Name: Sara Barker
 Designation: Head of Strategic Human Resources
 Tel No: 01270 686328
 Email: sara.barker@cheshireeast.gov.uk

This page is intentionally left blank



HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To ensure that CEC and Education HR & H&S service delivery is fit for purpose supporting customer requirements through the development of People Plan, review of HR structure, to support business priorities.	Head of Strategic HR	April – Oct 2016	- Development of People Plan and suite of KPIs.	The People Plan 2016/17 has been agreed and work to deliver this plan progresses.
			Jan 2017	- Review and implementation of revised HR Structure.	Work continues in reviewing the HR structure with implementation planned for the spring following consultation with staff and trade unions.
		HRMT	Jan 2017	- Policy, Procedures and processes are reviewed to meet customer need and legislation and streamlined as appropriate.	Work progresses on reviewing HR policies and procedures.
	To create and deliver HR Team Development Plan.			- Positive Employee Relations and effective consultation.	Joint Consultation Negotiation Panels (JCNPs) are now in place for People, Place and COO Directorates. The Corporate JCNP takes place monthly and is chaired by the Chief Executive and attended by Executive Directors.
		HRMT	Ongoing	- Development and implementation of HRTD	In November HR met with the regional convenors of UNITE, UNISON and GMB to review the recognition and facilities agreement. Assessment against the Workplace Wellbeing Charter

	To achieve external accreditation of HR/H&S services and work towards external awards.	HRMT	Ongoing	Plan. - Receive external accreditation and awards.	continues.
--	--	------	---------	---	------------

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
B	To continue to develop partnership and joint working arrangements that improve service delivery and realise financial savings.	HRMT	Ongoing	<ul style="list-style-type: none"> - Further partnership and joint working arrangements identified. - Conduct baseline assessment and audit of all current arrangements. - Determine measure to increase service delivery. - Identified and realised savings. 	<p>Collaborative working with CCG and Health partners is ongoing to explore opportunities for joint working and rationalisation of working arrangements.</p> <p>Base line assessment of current service specification for Transactional Services complete.</p> <p>Potential saving through the introduction of Epay slips will lead to a print saving of £19k per annum. Income generation relating to placing adverts for external partners and non CEC schools being expanded.</p>
C	To work closely with CWAC to identify an outsource provider for OHU services.	Corporate H&S Manager	April – Jun 2016	<ul style="list-style-type: none"> - Development of Service Specification. - Completion of tender process to identify new service provider. 	COMPLETE. New provider People Asset Management operational.

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To work closely with CWAC to develop specification and tender for Enterprise Resource Plan (ERP)	Head of Strategic HR/ HR Delivery Manager	April 2016 – March 2017	In accordance with ERP Terms of Reference and agreed timescales.	Work continues to progress in accordance with Terms of Reference meeting timescales within Project Plan. Tenders were invited during Oct/Nov and a procurement decision will be reached in June/July 2017.
E	To continue to work with Employee Service Centre (ESC) to develop 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. 	<p>A set of KPIs and MI is reported monthly and reviewed to ensure service continues to meet CEC requirements.</p> <p>Monthly meeting in place to look at service improvement. Work continues with Employee Service Centre to realise benefits of Taleo the Council's recruitment system and People Asset Management (PAM).</p>

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
F	To develop a commissioning model for workforce development.	Workforce Development Manager	Ongoing	<ul style="list-style-type: none"> - Implementation of recommendations of Workforce Development review. - Commissioned training meets identified service needs re professional, regulatory and legislative requirements outlined in Service training plans. - Within budget. - - - - Take up of places > 80%. - Impact assessment shows positive contribution to service through (for example) efficiency of practice, customer satisfaction, meeting professional standards. >80% positive impact. - Income generated meets target. - Feedback evidences high 	<p>COMPLETE. All recommendations implemented as of 1st April 2016, with new commissioning structure in place for delivery.</p> <p>Agreed training plans in place across key areas of People, Place and Corporate. 4751 bookings have been made from 1st April 2016, over 122 different courses and 260 sessions.</p> <p>Spend currently within budget and tracked monthly with Heads of Service and accountancy to ensure effective spend against training requirement.</p> <p>Take up of places is 72%.</p> <p>100% rate for improved learning into practice across all sessions.</p> <p>Income from ASYE (Assessed and Supported Year in Employment) and students on track and utilised to fully fund ASYE and student support and practice educator training across People Directorate</p> <p>Good/Outstanding feedback on</p>

				quality service and output. > 90% 'good/outstanding' ratings on evaluation.	service since April 2016 stands at 91% which reflects positively on high quality delivery.
--	--	--	--	---	--

HR Business Development – Transformation, Partnerships, Commissioning and Income Generation					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
G	To develop a clear and structured Commissioning and Income Generation Plan which ensures resources are maximised and savings are realised.	HRMT	Aug - Mar 2017	- Development of commissioning and Income Generation Plan.	Buy back of Health and Safety and Education HR Consultancy Services remains strong for this academic year. Of 155 schools and academies, 83% or 128 schools and academies have bought back HR Consultancy Services and 86% or 134 schools and academies have bought back Health and Safety services.
			Ongoing	- Increased income generation exceeding targets set.	
	To meet and exceed external income generation targets for HR Education and H&S and develop new income streams across HR and OD.		Ongoing	- Savings realised through commissioning.	
					Additional paid for services available to ASDVs include: <ul style="list-style-type: none"> - Employment investigations - Mediation - Coaching - HR Workshops - Health and Safety

Organisational Design – Change Management and Change Framework					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress update
A	To introduce governance arrangements and further develop change management for Executive Directors. To ensure that HR supports CEC in delivering its short and long term financial strategy.	Head of Strategic HR	Oct 2016	- Introduction of governance arrangements to maximise change management opportunities.	Head of Strategic HR has been working closely with the Executive Directors to provide challenge and support.
		HRMT	Ongoing	- Financial savings identified and realised.	Business Challenge sessions attended by HR Delivery to give HR advice, guidance, and challenge to proposals.
B	Provision of a comprehensive Change Management Framework and Toolkit to support change implementation for managers through all aspects of restructuring.	HR Delivery Manager/HR Education Manager	Oct 2016	- Development of Change Management framework and Toolkit.	Toolkit launched March 2016 Corporate Leadership Team has committed engagement with the TUs to ensure early consultation around change programmes.
	Further develop change management support for managers.	HR Delivery Manager/HR Education Manager	Ongoing	- Improved customer satisfaction and positive feedback from Managers. - Delivery of change programmes to agreed timescales.	Local Delivery Plans have been developed jointly with Directorates and Service Management Teams. All change programmes are tracked through HR Delivery Plans and regularly reviewed with Directors and Heads of Service to ensure delivery to agreed timescales.

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To work closely with Finance to develop a budgeted establishment to inform future workforce planning capability.	Head of Strategic HR/HR Delivery Manager/Finance	Ongoing	<ul style="list-style-type: none"> - Establishment created and maintained for CEC and each ED portfolio. - Regular reporting on establishment. 	<p>People, Place and Corporate realignment has been represented in Oracle to facilitate reporting.</p> <p>Work is ongoing with finance to ensure budgeted establishment is tracked and maintained to support Workforce Planning.</p>
B	To deliver a Workforce Strategic Assessment and Workforce Plan that ensures that CEC has the right people, with the right capabilities, skills and attitudes in the right places, at the right times to deliver organisational objectives.	Head of Strategic HR HR Delivery Manager	March 2017 March 2017	<ul style="list-style-type: none"> - Development of Workforce Strategic Assessment. - Workforce Plan in place of each ED Portfolio. - Reduce reliance and expenditure on agency workers and other non employed workers. 	<p>Key talent pools have been identified and referenced in Local Delivery Plan to enable effective recruitment and resourcing.</p> <p>Framework to support managers in making Productivity savings is being developed to provide effective governance and to ensure resources are aligned to business need.</p>

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	To identify and address gaps in workforce planning including succession planning, talent management and addressing matters arising from strategic workforce assessment.	HR Delivery Manager/OD Manager	Ongoing	<ul style="list-style-type: none"> - Programme of work to address each key area. - Introduce a mid year “talent review” process to encourage managers and individuals to review performance, aspiration and potential within teams. - PDR quality and compliance rates 	<p>Ongoing. Reports from mid-year development discussions to be fed through to Workforce Development.</p> <p>Careers interviews held for social workers in Children & Families.</p>
	To identify sources of talent e.g. in-house, ASDVs, universities and other partners re: internships, shadowing & placements.	Workforce Force Development Manager	Ongoing	<ul style="list-style-type: none"> - Outcomes of mid-year discussions inform identification of talent and lead to staff being included in talent routes. 	<p>Work has begun on the development of a talent matrix for Cheshire East Council and supporting mechanisms.</p> <p>Based on mid-term reviews from PDRs, talent pathways are in development for Children & Families and Finance.</p>

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To review and develop current Apprenticeship Scheme taking cognisance of the Apprenticeship Task and Finish Group report.	Workforce Development Manager	March 2017	<ul style="list-style-type: none"> - Implementation of agreed recommendations from Apprenticeship Task and Finish Group report. - Set and achieve targets for apprenticeship recruitment. 	<p>Apprenticeship levy officer working group continues, with representation from all relevant areas, to oversee incoming legislation around apprenticeships and set procedures and processes for Cheshire East Council. Paper for procurement framework will be taken to Cabinet in January 2017.</p> <p>Recruitment targets for apprenticeship scheme will be disaggregated across the CEC Schools and ASDVs and implemented in April 2017.</p>

Recruitment, Resourcing & Retention – Workforce Planning, Apprenticeships and Recruitment					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
E	To develop a high quality recruitment and resourcing service, driven by e-recruitment technology, expert advice and focussed on excellent customer service to meet organisational demand.	Manager HR Delivery/HR Education Manager	Dec 2016	- Establish present position by assessing customer feedback.	Result of new recruit and recruiting manager survey being analysed to inform future recruitment strategy.
			Ongoing	- Increase customer satisfaction.	The microsite continues as the front door for key roles.
			Ongoing	- Improve recruitment timescales.	Reporting from Taleo being developed to look at timeline of recruitment. Recommendations from the Business Improvement Team have been implemented.
F	To maintain a redeployment service which meets the need identified by the change management processes within CEC.	Manager HR Delivery	Ongoing	- Minimise number of redundancies through successful redeployment.	On 31st Dec 2016 there were 51 staff members seeking redeployment.

Leadership - Governance & Accountability and Cultural Change					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop a Leadership and Management model and strategy and a programme of initiatives which increase leadership presence, governance and accountability.	OD Manager	Jun - Nov 2016 Nov 2016 March 2017	<ul style="list-style-type: none"> - Development of Leadership and management model and strategy. - Introduction of programme of Leadership Initiatives. - Number of Leadership initiatives delivered. 	<p>The Connected Leadership concept has been introduced to the Councils senior managers. The first Leading Together events for top 30 and top 120 managers have run successfully with further events planned during 2017.</p> <p>Early work has commenced to develop a Leadership and Management model and development strategy.</p>
B	Await feedback from Staff Survey and findings from the Staffing Committee and feed into Leadership Strategy and Programme of Initiatives.	OD Manager	Sept - Nov 2016	<ul style="list-style-type: none"> - Yet to be determined. 	COMPLETE. Results from Staff Survey have been received and key findings are being factored into the Leadership Strategy.

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop and implement corporate training requirements for 2016/2017.	Workforce Development Manager	Ongoing	<ul style="list-style-type: none"> - Agree Corporate Training requirements. - Commissioned training meets identified corporate needs re professional, regulatory and legislative requirements. - Within budget. - Income generated meets target. - Feedback evidences high quality service and output. > 90% 'good/outstanding' ratings on evaluation. - 	<p>COMPLETE. Agreed and plan in place for 2016/2017.</p> <p>Corporate Training Programme part commissioned against agreed requirements. 1461 delegates across 51 courses and 113 sessions since April 2016.</p> <p>Spend currently within budget and tracked monthly with Heads of Service and accountancy to ensure effective spend against training requirement.</p> <p>Initial potential income streams identified.</p> <p>Good/Outstanding feedback on service since April 2016 stands at 91% which reflects positively on high quality delivery.</p>

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
B	Provision and implementation of delivery plans for all business areas ensuring delivery of all mandatory and agreed training	Workforce Development Manager	April 2016 to March 2017 March 2017	<ul style="list-style-type: none"> - Develop and agree local Training requirements and Plans. - Deliver plans to meet customer's needs within budget. 	<p>Agreed training plans in place across key areas of People and Corporate. 4751 bookings have been made from 1st April 2016, over 122 different courses and 260 sessions.</p> <p>Spend currently within budget and training has been delivered in accordance with plans.</p>
C	To ensure individual development, development programmes and career pathways are aligned to customer requirements across each business area.	OD/ Workforce Development Manager	Ongoing	<ul style="list-style-type: none"> - Career pathways established based on portfolio need and reviewed quarterly. 	Career pathways developed in Social Care, Finance and under development Corporate Resources and HR

Employee Development - Competency and Behaviour and Development Programmes					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	To deliver a programme of Leadership masterclasses as continuous professional development for leaders in the organisation.	Workforce Development Manager	March 2017	<ul style="list-style-type: none"> - To conduct a baseline assessment to inform future Leadership programme initiatives. 	Baseline assessment to form initial part of programme, to be developed with selected provider.
			Ongoing	<ul style="list-style-type: none"> - To be further defined and then delivered in accordance with programme of leadership initiatives. - Deliver programme against national standards of leadership & assess outcomes in terms of improvement against baseline for each standard. - Number of Managers attending Leadership Development. - Initial feedback shows high quality service and relevance > 90% 'good/outstanding' ratings. 	<p>Programme against national standards and CE priorities in further development alongside vision from engagement events and in line with ongoing development of Leadership and management model and strategy.</p> <p>Suite of 8 Corporate Training sessions on Leadership and management skills identified to meet national standards of leadership in place for Q4. Outcome feedback to inform ongoing development of programme.</p> <p>Available sessions 100% booked.</p> <p>Initial feedback shows 100% good / outstanding ratings.</p>

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop, promote and launch the Staff Survey 2016.	OD Manager	June 2016	<ul style="list-style-type: none"> - Launch of Staff Survey. - Response rates. 	COMPLETE. The Staff Survey ran successfully for four weeks from 15th June to 13 th July with an overall response rate of 59%.
B	To report on findings of Staff Survey and develop corporate and local delivery plans to address recommendations of Staff Survey.	OD Manager	Sept - Dec 2016	<ul style="list-style-type: none"> - Report findings to key groups. - Develop and support implementation of corporate and local delivery plans. 	Local action plans have been developed across all services. A Corporate Governance Group has been established to monitor and support progress and impact.
C	Ongoing activity to address key developments highlighted by Staff Survey.	OD Manager	Ongoing	<ul style="list-style-type: none"> - Increased staff satisfaction and engagement. 	Currently being determined.

Engagement and Wellbeing – Staff Survey, Attendance and Work-life Balance					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
D	Further work to be developed in respect of work-life balance following publication of Staff Survey 2016 results.	OD Manager/HR Delivery Manager	Sept 2016 - March 2017	- To be developed following publication of staff survey findings.	Currently being determined.
E	To implement and monitor contract for outsourced OH services.	H&S Manager	<p>Sep 2016</p> <p>Dec 2016</p> <p>March 2017</p>	<p>- New service implemented to agreed timescales</p> <p>- KPIs defined, agreed and reported.</p> <p>- Service delivered within budget.</p>	<p>New service implemented.</p> <p>KPIs have been agreed with the provider and monthly monitoring meetings (KPIs and budget) have commenced. Outcomes shared at quarterly Corporate JCNP meetings.</p> <p>Service currently being delivered in line with allocated budget envelope.</p>

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To develop proposals for a revised senior manager pay structure. Implement agreed changes.	OD Manager	To be determined.	<ul style="list-style-type: none"> - Proposals submitted for consideration to Executive Leadership Team and progressed accordingly. - Set up Governance Group involving members to oversee progress. 	Work plan continues to be developed now taking into account the Council's budget proposals for 2017/18.
B	To review the Council's redundancy terms in light of national legislation and regional position.	OD Manager	To be determined.	<p>Proposals submitted for consideration to Executive Leadership team and progressed accordingly.</p> <p>Use of Settlement Agreements agreed.</p>	<p>The review of the Council's redundancy terms and the associated use of settlement agreements has been on hold pending for clarity regarding the Government's trilogy of exit payment reforms.</p> <p>Proposals and implementation timeframes remain unclear and we continue to monitor closely. Some initial work to explore options regarding the redundancy terms will be undertaken during Q4.</p>

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	To conduct a comprehensive pay audit to inform future pay and reward strategy.	OD Manager	March 2017	Pay audit available to inform future pay and reward strategy aligned to new legislative gender pay gap reporting requirements.	Equality Impact Assessment/ Equal Pay Audit to be undertaken during Q4. Audit to be completed and published as well as discussed with TUs once completed.
D	To review job evaluation arrangements and procedures.	OD Manager	To be determined	Job evaluation arrangements and procedures are clear and consistent to meet organisational requirements.	This work has been deferred until 2017/18 to align with findings from pay audit.

Employee Rewards – Pay & Reward and Non Financial Reward					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
E	To introduce an employee reward platform for all CEC and school/academy employees.	OD Manager/HR Education Manager	July 2016 CEC Sept 2016 Schools/academies	- Successful implementation and communication of employee reward platform.	Take up following the launch of the Rewards Centre continues to be encouraging, with 1294 (32%) currently staff signed up. A growing number of schools (currently 13) have also bought the option to enable their staff to access the Rewards Centre and associated benefits. .
F	To identify and implement further non-financial rewards for employees	OD Manager	March 2017	- Proposals submitted to Executive Leadership Team for consideration.	The development of further non financial rewards to be taken forward during 2017.
G	To promote all available employee rewards and recognition to existing and future CEC staff.	OD Manager	Dec 2016	<ul style="list-style-type: none"> - Develop and promote employee rewards catalogue. - Continue to promote and embed the Council's "Making a Difference" Employee Recognition scheme. 	<p>The Making a Difference employee recognition scheme has continued to be very popular this year with the following nominations during 2016:</p> <ul style="list-style-type: none"> • Made my Day – 664 • Making a Difference monthly awards – 122 • Making a Difference Annual Awards – 53 <p>The Annual Awards Event took place on 14th December 2016 to celebrate and recognise the outstanding achievements of colleagues with 130 people from across the Council in attendance.</p>

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
A	To ensure HR Business Partnering is strategically aligned to the business needs of CEC and Schools/Academies business priorities to enable effective service delivery.	Head of Strategic HR/HR Delivery Manager/HR Education Manager	Dec 2016	<ul style="list-style-type: none"> - Restructuring of HR, aligned to meet business needs. - Implement Strategic HR Business Partnering. - Develop service delivery for Academies. 	<p>HR Delivery team realigned to People, Place and Corporate.</p> <p>Regular attendance at Directorate SMTs with regular Senior Management briefings.</p> <p>Academy specific page on intranet launched along with specific content/policies and procedures</p>
B	To conduct a comprehensive audit of H&S arrangements and practices within CEC to ensure legal compliance, highlighting good practice and areas for improvement.	H&S Manager	Jun - Nov 2016	<ul style="list-style-type: none"> - Develop and conduct audit. - Address AFI in local delivery plans. - Good practice shared across CEC. 	A corporate wide Health & Safety Audit has been undertaken following a successful pilot. Outcomes and action plans will be shared with managers and CLT during March 2017.

Service Delivery - Business Partnering and Local Delivery Plans					
	Priority	Owner	Timescale	Performance & Outcome Measures	Progress Update
C	Working with Executive Directors, Senior Managers and other customers to determine business requirements and develop Local Delivery Plans which ensure HR address specific business issues and address risks future opportunities for service development/rationalisation.	HR Delivery Manager	Jan 2017	<ul style="list-style-type: none"> - All local delivery plans developed and implemented to address Specific HR, Workforce and H&S matters. - PI indicators agreed and reported to measure success. 	Local Delivery Plans in place for People, Place and Corporate.
		HR Delivery Manager	Jan 2017		<p>Local delivery plans and performance indicators have been developed with Senior Management Teams.</p> <p>HR dashboard is reviewed monthly with Executive Directors and Heads of Service.</p>

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting: 26th January 2017

Report: Head of Strategic Human Resources

Subject/Title: Pay Policy Statement 2017/2018

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 2017/18, which reflects the expected position as at 1st April 2017, is attached as **Appendix 1**. Changes since last year's Statement are outlined in Section 12 of this summary report.

2.0 Recommendations

2.1 That the changes since the 2016/17 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 2017/18, to Council for approval and publishing.

3.0 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 2017/18 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 2017/18 follows the style and format of the Statement published in 2016/17. 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, through 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 2016.
- Section 8 – provides an update on the Government's consultation on a range of wider reforms to exit payments across the public sector.

13.0 Access to Information

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

Name: Rosie Ottewill
Job Title: Organisational Development Manager
Tel No: 01270 685883
Email: rosie.ottewill@cheshireeast.gov.uk

This page is intentionally left blank



Appendix 1

Pay Policy Statement 2017/18

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) 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 2016/17 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 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.

A light touch Equal Pay analysis on the Council's pay structure, including senior managers conducted in November 2015 determined that no major issues exist between men and women's pay in the workforce. The analysis was based on the Equality and Human Rights Commission guidance concerning pay variances. This will be kept under review by the Head of Strategic HR.

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 \(link 1\)](#).

In addition, a number of public health employees transferred to the Council on 1/4/2013. 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 2017.

Chief Executive – Tier 1

- The salary package of the post is within the range of £151,500 to £161,500

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

- The salary package of these posts fall within a range of £90,900 to £136,250

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

- The salary package of these posts fall within a range of £59,752 to £120,000

3.6 Pay and grading structure for staff

The [pay and grading structure for staff \(link 1\)](#) on NJC (National Joint Council) is also available.

4. Commitment to the Living Wage

The Council implemented on the 1st November 2015 a “local” Living Wage of £7.85 an hour for directly employed staff (excluding apprentices, work placements and traineeships, which have been created to enable access to work place training and job opportunities).

The rate is paid by adding a clear supplement to the NJC pay scale points up to and including scp 10 rates. Enhancements for working unsocial hours will continue to be calculated on the NJC pay rates.

The National Living Wage will rise to £7.50 from April 2017 and is due to rise to £9 an hour in 2020. The Council will continue to monitor its’ position in relation to the National Living Wage.

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 role on a salary package exceeding £100,000.

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, consider engaging individuals under a contract for service's. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate maximum value for money, in securing the relevant service. In assessing such, it should be noted that in respect of such engagements, the Council is not required to make either pension or national insurance contributions for such individuals.

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
- Green Salary Sacrifice Lease Car Scheme
- Relocation Expenses
- Professional Fees and Subscriptions

Further details of [additions to Chief Officers' salaries \(link 2\)](#), 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

Public health employees who have transferred to the Council and have remained on NHS terms and conditions, receive additional allowances such as clinical excellence award, extra programmed activities and on call availability supplement.

7. Local Government Pension Scheme

Details of the [Local Government Pension Scheme \(link 3\)](#), 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. This was reviewed in 2015 and the formula has not been changed. The government is currently consulting on and finalising 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 uses settlement agreements as a matter of course for all voluntary redundancies/severances and this applies to all employees, including Chief Officers. The use of standard 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 \(link 4\)](#). This has been updated to reflect the introduction of the Living Wage into the Council in November 2015. See also section on the Living Wage in 3.4

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.

Prepared by:	HR Strategy and Policy Team
Date	February 2017
Review date:	February 2018

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 HREnquiries@cheshireeast.gov.uk should you have any difficulties accessing this information.

Section 1. Additional information (links 1- 4 in the process of being updated, draft content provided in Appendix 2.)

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

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

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

Link 4 – [Pay multiples](#)

[Statement of Accounts for 2015/16](#)

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 HREnquiries@cheshireeast.gov.uk to request copies of the policies.

Appendix 2

Cheshire East Pay Policy Statement

Additional information Links 1 – 4 content.

**Provided in a paper format for Staffing Committee
– will be electronic links for Council.**

LINK 1

CHESHIRE EAST PAY AND GRADING STRUCTURES FROM 1ST APRIL 2016**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	£126,250	n/a
	CX3	£121,200	n/a
	CX4	£111,100	n/a
Director	D1 (a)	£97,869	£5,000
	D1 (b)	£90,900	£5,000
	D2	£87,567	£5,000
	D3	£82,416	£5,000
	D4	£77,265	£5,000
	D5	£72,114	£5,000
Senior Manager	SMG1	£72,114	£5,000
	SMG2	£66,963	£5,000
	SMG3	£61,812	£5,000
	SMG4	£56,661	£5,000
Manager	M1	£59,752	£4,000
	M2	£56,661	£4,000
	M3	£54,601	£4,000
	M4	£51,510	£4,000
	M5	£49,450	£4,000

NJC SALARY STRUCTURE

GRADE	SCP	SALARY ("SCP value")			
1	6	£14,514	11	41	£37,721
	6	£14,514		42	£38,849
2	7	£14,615		43	£39,973
	8	£14,771		44	£41,226
	9	£14,975		45	£42,474
3	9	£14,975	12	46	£43,802
	10	£15,238		46	£43,802
	11	£15,507		47	£45,136
	12	£15,823		48	£46,676
	13	£16,191		49	£48,219
4	13	£16,191		50	£49,235
6	21	£19,939		51	£50,251
	22	£20,456			
	23	£21,057			
	24	£21,745			
	25	£22,434			
7	25	£22,434			
	26	£23,166			
	27	£23,935			
	28	£24,717			
8	29	£25,694			
	29	£25,694			
	30	£26,556			
	31	£27,394			
	32	£28,203			
	33	£29,033			
9	34	£29,854			
	33	£29,033			
	34	£29,854			
	35	£30,480			
	36	£31,288			
10	37	£32,164			
	37	£32,164			
	38	£33,373			
	39	£34,578			
	40	£35,969			
	41	£37,721			

Note: The Council introduced a living wage of £7.85 per hour with effect from 1 November 2015. This equates to a FTE salary of £15,145. The existing 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" hourly rate – premium payments (*e.g. for work at week-ends or in the evenings*) will continue to be calculated on the current NJC rate of pay for each SCP.

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. There are scheduled Borough and Parish Elections during the 2015/16 financial year. 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). **Please note mileage rates are currently under review.**

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 30.5% in 17-18.

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 2017. Pay Multiples based upon employees' total financial year remuneration will be published as part of the annual Transparency Code declaration after the March 2017 payroll – full financial year payments are not available as at 1st January and so accurate 16-17 remuneration based pay multiples cannot be presented here.

The figures below exclude schools employees and teachers as the Localism Act does not apply to local authority schools; they also exclude casual employees.

The lowest paid persons employed under a contract of employment with the Council (CEC) 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 2017, this was equivalent to £14,514 per annum, equating to Spinal Column Point (SCP) 6 in both grade 1 and grade 2 – however, effective from 1st November 2015, employees paid on this SCP (and SCPs 7 to 9 (inclusive)) receive the CEC Living Wage supplement to increase their FTE basic salary to £15,145 per annum. There were 396 employees / 96.2 FTE (excluding casuals) paid at the CEC Living Wage, across grades 1, 2 and 3, on 1st January 2017.

Separate to the Council's pay and grading structure, we offer one year apprenticeship placements; 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 define the multiple between the median full time equivalent earnings (£22,434) and the highest paid Chief Officer, the Chief Executive (£151,500), as 6.75.

The multiple between the lowest full-time equivalent earnings (£15,145) and the Chief Executive (£151,500) as 10.00. Additionally, the multiple between the lowest paid employee (£15,145) and average Chief Officer basic salaries (£83,104) is 5.49.

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 or the competitive demands of the external market.

The pay multiples will be monitored during the year to ensure they remain acceptable. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

This page is intentionally left blank

CHESHIRE EAST COUNCIL

STAFFING COMMITTEE

Date of Meeting:	26th January 2017
Report:	Head of Strategic Human Resources
Subject/Title:	Reassurance Project
Portfolio Holder:	Deputy Leader – Cllr David Brown

1.0 Report Summary

- 1.1 Cheshire East Council is committed to promoting staff engagement and wellbeing. Establishing and maintaining an engaged and motivated workforce that is able to meet future challenges and deliver high quality services to our residents remains at the heart of our Council's success.
- 1.2 A cross party working group was established in May 2016 to provide assurance that the wellbeing of staff is aligned to best practice and organisational values. This report provides the outcome of this work and seeks Cabinet's endorsement.

2.0 Recommendation

- 2.1 That Staffing Committee recommend the outcome of the Reassurance Project to Cabinet.

3.0 Background

- 3.1 In December 2015, the Deputy Leader, Councillor D Brown announced that Cheshire East Council would establish a cross party body to ensure that staff have the right to speak out on matters concerning them.
- 3.2 At a meeting of Staffing Committee on 29th February 2016, it was agreed to establish a working group, whose purpose would be to provide assurance that the wellbeing of Staff and Members of Cheshire East Council was aligned to best practice and our organisational values.
- 3.3 It was proposed that the working group be established to review existing HR policies which impact upon reassurance to ensure that they operate cohesively and meet legislative requirements. Feedback would be sought from Staff and Members in respect of agreed policies and procedures. The membership would consist of a Chair, six Elected Members on a 3:1:1:1 basis plus a Trade Union representative.
- 3.4 At the meeting of Staffing Committee on 21st April 2016, it was agreed that Chair of the Staffing Committee, Councillor B Moran, would be Chair of the Reassurance Working Group.

4.0 The Reassurance Working Group

- 4.1 The inaugural meeting of the working group took place on 16th May 2016 to agree the terms of reference and to scope the work programme (attached at Appendix 1). It was also agreed that North West Employers would be commissioned to independently review all 'in scope' policies.
- 4.2 Meetings took place on 11th August and 2nd September 2016 to seek Member feedback and receive progress updates including a presentation by North West Employers on the policy review.
- 4.3 At the September meeting, Members agreed to await the findings of the staff survey to determine the impact on the Reassurance Project. Receipt of the staff survey results in October informed the final meeting on 3rd November 2016 where terms of reference for the staff interviews and focus groups were agreed. Quarterly updates against progress have subsequently been provided to Staffing Committee and the sponsor, Councillor D Brown.

5.0 Methodology

- 5.1 The five stages of the review were as follows: -
- A desk based exercise to review the Council's policies and procedures, conducted independently by North West Employers;
 - Independent research by North West Employers to ensure best practice was being followed;
 - Working Group consideration of whether staff survey results inform the review;
 - Quick wins identified and implemented; and
 - Interviews and focus group with staff and views sought of Elected Members through the Working Group
- 5.2 Scope of policies and procedures to be reviewed: -
- Grievance
 - Bullying/Harassment
 - Equality
 - Disciplinary
 - Code of Conduct
 - Whistle Blowing
 - Complaints

6.0 Outcomes

All objectives within the Terms of Reference were addressed and outcomes are detailed below.

6.1 Review of Policies and Procedures

North West Employers conducted an independent review of all 'in scope' HR policies and procedures to ensure they are updated in line with legislative requirements. In addition, research was undertaken to identify good practice, which could be adopted by the Council. Following the review, North West Employers presented their findings to the working group confirming that the Council's policies and procedures were legally compliant and all operated cohesively. Recommendations for minor changes to add clarity and tighten existing arrangements were suggested and accepted by the working group. Furthermore, confirmation was received that all policies and procedures were in line with other Local Authorities and adhered to ACAS good practice.

6.2 Staff Survey

The staff survey was undertaken during June and July 2016 with 3750 staff invited to take part. The response rate was much improved on the 2014 survey, with an increase from 45% to 59% and increased engagement rates across the organisation. This provided the working group with an opportunity to gain real time feedback on staff perceptions in relation to bullying and harassment across the organisation. A key strength identified from the survey results was that the majority of staff reported that they believe Fairness, Respect and Negative Behaviours are not a concern for them in the workplace. The questions and results to support this are shown below.

Fairness, Respect and Negative Behaviours	Agree	Neither	Disagree
Q57. Where I work Bullying is not an issue	81%	9%	10%
Q58. Where I work Discrimination is not an issue	87%	8%	5%
Q59. I am treated with respect by my manager	88%	7%	5%
Q59. I am treated with respect by the people I work with	90%	7%	3%
Q60. I feel the Council values and celebrates the diversity of its employees	58%	33%	9%

With reference to Q57, "Where I work Bullying is not an issue" the Working Group considered there is scope for further training and development for staff and managers relating to fairness and respect to reduce negative behaviours in the workplace.

6.3 Quick Wins

Whilst the response rate to the survey and the results shown above are positive it was acknowledged that 41% of employees did not complete the survey. Therefore, the Reassurance Working Group commissioned

Survey Solutions to undertake some additional work inviting 500 employees from areas with a lower response rate to take part in focus groups and/or one to one telephone interviews. The interviews and focus groups took place during the first week in December 2016. The overall response rate for those invited to take part was 3.8% of which a significant number of employees had completed the original survey. A total of 16 employees requested a one to one interview and three employees attended a focus group.

6.4 Results from one to one interviews and staff focus groups

Although the response rate (3.8%) to participate in the interviews/focus groups is low, it is encouraging to note that the findings reflect those within the main survey. The findings from Survey Solutions are as follows: -

- The Council policies and procedures currently in place help to ensure that the staff are treated fairly;
- Diversity within the Council has improved with opportunities available for staff from different backgrounds and with different abilities;
- The flexible working policy is seen as a positive element that influenced staff perception of fairness; and
- People did not report experiencing negative behaviour where they work within the Council although it was acknowledged that there may have been isolated incidents.

6.5 Additional feedback from staff - Exit Interviews

All staff leaving the Council are provided with the opportunity to attend an exit interview with their “grandparent” manager. The exit interview process has been invigorated and promoted to line managers by HR delivery staff, reinforcing the importance of encouraging staff to provide feedback on their time working for Cheshire East Council.

7.0 Next Steps

- 7.1 Both corporate and local actions plans have been agreed to address findings from the staff survey and are being implemented to address areas for improvement. This includes initiatives such as the introduction of employee forums to enable staff to raise issues of concern.
- 7.2 Progress against delivery of all staff survey action plans will continue to be tracked by the recently formed Staff Survey Governance Group which is chaired by the Chief Operating Officer; membership includes Officers, Members and Trade Union representation.
- 7.3 Further work is taking place through the Staff Survey Governance Group to promote the Council's responsibilities to ensure all staff and members are aware of reporting procedures should they wish to raise a matter of concern or a complaint.

- 7.4 That the appropriate HR Policies and Procedures will be updated by March 2017.
- 7.5 Appropriate training and development will be made available for all staff to reinforce fairness and respect to reduce negative behaviours in the workplace.
- 8. Conclusion**
- 8.1 That the work of Staffing Committee provides re-assurance that the wellbeing of staff is aligned to best practice and values and has increased confidence that appropriate HR processes are in place for staff to speak out on matters of concern. Further training will be made available to all staff to reinforce these key messages.
- 9.0 Wards Affected**
- 9.1 Not applicable.
- 10.0 Local Ward Members**
- 10.1 Not applicable.
- 11.0 Policy Implications**
- 11.1 Policy changes highlighted through this review will be taken through the appropriate approval route for formal approval by the Portfolio Holder.
- 12.0 Implications for Rural Communities**
- 12.1 Not applicable.
- 13.0 Financial Implications**
- 13.1 There are no direct financial implications associated with this report.
- 14.0 Legal Implications**
- 14.1 There are no direct legal implications associated with this report. However, failure to treat staff with dignity and respect would increase allegations of bullying and harassment, which may in turn see increased litigation.
- 15.0 Risk Management**
- 15.1 Failure to adequately address reassurance issues may impact staff confidence and engagement and ultimately upon the reputation of Cheshire East Council.

16.0 Access to Information

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

Name: Sara Barker
Job Title: Head of Strategic HR
Tel No: 01270 686328
Email: sara.barker@cheshireeast.gov.uk

Terms of Reference – Reassurance Project**1. Purpose of Project**

To provide assurance that the well being of the Staff and Members of CEC is aligned to best practice and organisational values.

2. Sub Group v Working Group**All Party Working Group**

Format as resolved by Staffing Committee on 29.2.16. Formed to oversee the Project and provide appropriate direction and steer.

3. Membership**Group Membership**

- Councillor B Moran (Chair)
- Councillor P Findlow
- Councillor J Jackson
- Councillor D Marren
- Councillor M Parsons
- Councillor R Fletcher

One trade union representative – C Nicholson (Unison)

4. Objectives

- i. To increase staff/member confidence of Council policies, procedures and practices by addressing behaviours thereby improving staff wellbeing.
- ii. To audit and review all existing HR policies which impact upon reassurance to ensure they operate cohesively.
- iii. To ensure all agreed HR policies are updated in line with legislative changes.
- iv. To seek feedback from staff and members in respect of agreed policies and procedures including staff exit interviews.
- v. To promote the Council's responsibilities to ensure all staff and members are aware of reporting procedures should they wish to raise a matter of concern/complaint.
- vi. To identify best practice from other organisations and consider adoption.
- vii. To develop future monitoring and reporting requirements.

- viii. To make recommendations to Staffing Committee, then to full Council.

5. Scope policy/procedure documents to be reviewed including:

- Grievance
- Bullying/Harassment
- Equality
- Disciplinary
- Code of Conduct
- Whistle Blowing
- Complaints

6. Resources and financial implications

CEC Officers/Members

Use of independent reviewer (NW Employers)

Cost to be determined when scope is agreed

7. Governance arrangements

Monthly/Six weekly meetings

- Meeting 1 – Scoping exercise
- Meeting 2 – Interim feedback on review
- Meeting 3 – Feedback and next steps

Substitutes are permitted as per Staffing Committee

Further meetings to be arranged if required.

8. Risks

Failure to adequately address reassurance issues may impact upon the reputation of Cheshire East Council.

9. Timescales

4 – 6 months from date of 1st working group.

Methodology for review (Independent reviewer)

- Desk based review – to include policies and performance information
- Research – ACAS, North West Employers and other organisations
- Staff Survey to inform review
- Identify and implement quick wins
- Staff/Member feedback – to include interviews and focus groups