

Staffing Committee Agenda

Date: Thursday 23rd January 2020
Time: 1.00 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 meetings are audio recorded and the recordings are 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 paragraph 2.32 of the Committee Procedural Rules and Appendix 7 of the Rules 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 - 10)

To approve the minutes of the meetings held on 24 October 2019, 11 November 2019 and 19 December 2019.

5. **HR and Health & Safety Update** (Pages 11 - 30)

To brief the Committee on key Human Resource/Organisational Development and Health and Safety developments.

6. **Pay Policy Statement 2020/21** (Pages 31 - 42)

To consider a report on the Pay Policy Statement for 2020/21 and make a recommendation to Council for approval and publication.

7. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded.

Recommended 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 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

PART 2 - MATTERS TO BE CONSIDERED WITHOUT THE PUBLIC AND PRESS PRESENT

8. **Senior Management Recruitment**

Membership: Councillors C Browne (Vice-Chairman), C Bulman (Chairman), J Clowes, S Corcoran, L Jeuda, M Simon, A Stott and L Wardlaw

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 24th October, 2019 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor C Bulman (Chairman)
Councillor Q Abel (Vice-Chairman)

Councillors J Clowes, L Jeuda, M Simon, A Stott and L Wardlaw

Officers in attendance

Kath O'Dwyer, Acting Chief Executive
Jane Burns, Executive Director Corporate Services
Sara Barker, Head of HR
Emma Morris, Interim Organisational Development Manager
Sara Duncalf, Acting HR Business Manager
Josie Griffiths, Head of Audit and Risk Management
Graham Coope, Senior Corporate Health and Safety Adviser
Naomi Clarkson, Employment Lawyer
Rachel Graves, Democratic Services Officer

7 APOLOGIES FOR ABSENCE

Apologies were received from Councillor D Flude.

8 DECLARATIONS OF INTEREST

No declaration of interests were made.

9 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

10 MINUTES OF PREVIOUS MEETINGS**RESOLVED:**

That the minutes of the meetings held on 25 April 2019 and 28 June 2019
be confirmed as a correct record.

11 HR AND HEALTH & SAFETY UPDATE

The Committee considered a report which detailed key human resources,
organisational development and health and safety developments.

The report provided details on the senior management recruitment
campaign, review of HR Policies, Attendance Management, the Brighter

Futures (Culture) Programme, Health and Safety data and HR performance data.

The Committee sought clarification on the recruitment process for the Chief Executive and were informed that all applications received had been considered at the long listing meeting. The shortlisting meeting would be taking place next week to agree the applicants for final interviews by the Staffing Committee on 11 November 2019. The Staffing Committee's recommendation would be considered by Council on 12 December 2019. *(Kath O'Dwyer, Acting Chief Executive, declared an interest and left the room during this discussion.)*

Work on the HR Policy review was nearing completion with 11 further policies having been agreed with CLT, the Trade Unions and approved by the Portfolio Holder since April. The aim was to have all of the revised policies and procedures agreed and launched by the end of the year. Work had been undertaken to develop Centranet pages to launch and support the policies and procedures.

The Committee asked about the completion of exit interviews and were informed that an electronic exit interview form had been created, which would be in addition to the interview. The form would provide another opportunity for staff to share their views and experiences. The Committee requested that data on the completion of exit interviews and the electronic form be brought to a future meeting.

It was reported that at present the Council had 43 apprentices, with a further 25 expected to start in the New Year. The range of apprenticeships on offer had been widened but it was still proving difficult to encourage maintained schools to take on apprentices. The Committee asked for feedback on the numbers of apprentices who go onto gain full time employment with the Council.

RESOLVED: That

- 1 the report be noted;
- 2 data on exit interviews be brought to a future meeting; and
- 3 details of the number of apprentices gaining full time employment with the Council to be brought to a future meeting.

12 THE BIG CONVERSATION STAFF SURVEY

The Committee considered a report which provided a summary of the results of The Big Conversation Staff Survey.

The Council had commissioned Djs Employment Research to conduct an employee survey. The survey had been conducted between 1 and 26 July

2019. In total 2040 employees had completed the survey, which was a 55% response rate.

Appendix 1 to the report set out in infographic form a summary of survey results, which highlighted strengths and the areas of concern. The findings would be broken down into directorates and then service areas to enable action plans to be developed. Progress against these actions would be measured through the Brighter Future (Culture) Programme.

RESOLVED:

That the report be noted and the Committee monitor progress of the future actions plans.

The meeting commenced at 2.00 pm and concluded at 3.05 pm

Councillor C Bulman (Chairman)

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Monday, 11th November, 2019 at S10, Westfields, Middlewich Road,
Sandbach CW11 1HZ

PRESENT

Councillor C Bulman (Chairman)
Councillor Q Abel (Vice-Chairman)

Councillors J Clowes, S Hogben (substitute for Cllr D Flude), L Jeuda,
M Simon, A Stott and L Wardlaw

13 APOLOGIES FOR ABSENCE

Apologies were received from Councillor D Flude.

14 DECLARATIONS OF INTEREST

No declarations of interest were made.

15 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

16 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.

17 APPOINTMENT OF CHIEF EXECUTIVE

The Committee interviewed the candidates for the position of Chief Executive and Head of Paid Service.

RESOLVED:

That Council be recommended to approve the appointment of Kath O'Dwyer to the position of Chief Executive (Head of Paid Service).

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Staffing Committee**
held on Thursday, 19th December, 2019 at The Silk Room - Town Hall,
Macclesfield SK10 1EA

PRESENT

Councillor C Bulman (Chairman)
Councillor Q Abel (Vice-Chairman)

Councillors J Clowes, S Hogben, L Jeuda, M Simon, A Stott and L Wardlaw

Councillors in attendance

Councillors C Browne, S Corcoran, B Evans and J Rhodes

Officers in attendance

Kath O'Dwyer, Acting Chief Executive
Jane Burns, Executive Director Corporate Services
Jan Bakewell, Director of Governance and Compliance
Sara Barker, Head of HR
Rachel Graves, Democratic Services

18 APOLOGIES FOR ABSENCE

There were no apologies for absence.

19 DECLARATIONS OF INTEREST

No declarations of interest were made.

20 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present.

21 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.

22 **APPOINTMENT OF THE CHIEF EXECUTIVE**

Following the withdrawal of the preferred candidate's application for the position of Chief Executive, the Committee considered the next steps in the process for the appointment of a Chief Executive.

RESOLVED: That

- 1 a fresh recruitment process be commenced in the New Year; and
- 2 an interim Chief Executive be appointed for the period following the departure of the acting Chief Executive and arrival of a new permanent Chief Executive.

The meeting commenced at 2.00 pm and concluded at 3.30 pm

Councillor C Bulman (Chairman)



Working for a brighter future together

Staffing Committee

Date of Meeting: 23 January 2020

Report Title: HR and Health & Safety Update

Senior Officer: Jane Burns, Executive Director of Corporate Services

1. Report Summary

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

Recommendations

- 1.2. That Staffing Committee note the report.

2. Reasons for Recommendations

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

3. Other Options Considered

- 3.1. Not applicable.

4. Background

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

NJC Pay

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

Exit Interviews

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

Mutually Agreed Resignation Scheme

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

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

Attendance Management Update

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

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

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

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

Education HR Consultancy

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

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

Brighter Future Transformation Programme (Culture)

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

Recognition

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

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

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

Apprenticeships

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

Health and Safety

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

Academies are responsible for their own accident and RIDDOR reporting.

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

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

100 (to show %)

Accidents reported during 2019/20 to end of Quarter 3

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

Incidents reported during 2019/20

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

Comparison to previous years

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

Corporate Health and Safety Training Programme

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

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

Visits to schools

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

HR Performance Data (Q1,2 and 3 2019/20)**Headcount & FTE** (Excluding schools, agency workers and casuals)

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

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

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

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

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

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

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

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

Redundancy

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

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

BVPI 12: Days Lost to Sickness Absence per FTE Employee

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

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

HR Casework

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

Summary of current formal case work by employee

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

ET = Employment Tribunal

Summary of closed formal case work during period by employee

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

Closed cases October to December – 2019

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

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

Summary of new formal case work during period by employee

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

5 Implications of the Recommendations**5.1 Legal Implications**

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

5.2 Finance Implications

No financial implications arising from this report.

5.3 Policy Implications

Implications are dealt with in the body of the report.

5.4 Equality Implications

Implications are dealt with within the body of the report.

5.5 Human Resources Implications

Implications are dealt with in the body of the report.

5.6 Risk Management Implications

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

5.7 Rural Communities Implications

There are no implications for rural communities.

5.8 Implications for Children & Young People/Cared for Children

There are no implications for children and young people.

5.9 Public Health Implications

There are no implications for public health.

5.10 Climate Change Implications

There are no implications for climate change.

6 Ward Members Affected

6.1 No specific wards affected.

7 Consultation & Engagement

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

8 Access to Information

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

9 Contact Information

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

Name: Sara Barker

Job Title: Head of HR

Email: sara.barker@cheshireeast.gov.uk

Appendix 1

1. Equality Impact Assessment of MARS applications

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

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

Directorate breakdown

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

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

Grade breakdown

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

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

Gender breakdown

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

Age breakdown

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

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

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

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

2. Summary of Outcomes of Panel Meetings

a) Overall applications being considered

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

b) Outcome of applications eligible to proceed

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

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

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

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

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



Working for a brighter future together

Staffing Committee

Date of Meeting: 23 January 2020

Report Title: Pay Policy Statement

Senior Officer: Jane Burns, Executive Director for Corporate Services

1. Report Summary

- 1.1. Section 38 of the Localism Act (2011) requires Local Authorities to produce a Pay Policy Statement by 31st 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 2020/21 which reflects the expected position as at 1st April 2020 is attached as Appendix 1.

2. Recommendations

- 2.1. That the attached Pay Policy Statement for 2020/21 be recommended by Staffing Committee to Council for approval and published accordingly.
- 2.2. That authority be delegated to the Monitoring Officer to make any necessary in year amendments to the Pay Policy Statement

3. Reasons for Recommendations

- 3.1. A Pay Policy Statement has been required to be produced annually since 2012/13 under Section 38 of the Localism Act (2011). Local Authorities must have their Pay Policy Statement approved by full Council and published on their website no later than the 31st March prior to the financial year to which it relates.

4. Other Options Considered

- 4.1. Not applicable.

5. Background

- 5.1. The purpose of the Pay Policy Statement is to increase accountability, transparency and fairness with regard to the Council's approach to the remuneration of its Chief Officers.

6. Key Updates to the Pay Policy Statement

- 6.1. The Pay Policy Statement 2020/21 follows the style and format of the Statement published in 2019/20. 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.
- 6.2. The links to further information will be updated as appropriate through the coming year. Salary values quoted in the Pay Policy Statement have been updated to take account of most recent pay awards.
- 6.3. Section 3.5 of the Pay Policy Statement has been updated to take account of the revised Senior Management Structure implemented on the 1st April 2019.

7. Implications of the Recommendations

7.1. Legal Implications

- 7.1.1. The Council is required to produce and publish a Pay Policy Statement agreed by full Council each year, under Section 38 of the Localism Act (2011).
- 7.1.2. In addition, the Local Government Transparency Code (2015) requires information on organisational structure, senior salaries and pay multiples to be published annually each year.
- 7.1.3. This report and the accompanying Pay Policy Statement, with associated links in Annex 1, once approved and adopted ensures that Cheshire East Council complies with these requirements.

7.2. Finance Implications

- 7.2.1. There are no direct financial implications associated with approving the updated Pay Policy Statement 2012/21 and no budgetary adjustments are proposed in relation to this report.

7.3. Policy Implications

- 7.3.1. 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. Whilst the Statement can be amended during the

year should the need arise, changes are subject to the approval of full Council.

7.4. Equality Implications

7.4.1 There are no direct equality implications associated with approving the updated Pay Policy Statement 2020/21.

7.5. Human Resources Implications

7.5.1. Associated pay policies and HR support must comply with the Pay Policy Statement.

7.6. Risk Management Implications

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

7.7. Rural Communities Implications

7.7.1 There are no direct implications for rural communities.

7.8. Implications for Children & Young People/Cared for Children

7.8.1 There are no direct implications for children and young people.

7.9. Public Health Implications

7.9.1 There are no direct implications for public health.

7.10. Climate Change Implications

7.10.1 There are no direct implications for Climate Change.

8. Ward Members Affected

8.1 There are no specific ward members affected.

9. Consultation & Engagement

9.1. The Pay Policy Statement 2020/21 will be shared with Trade Unions.

10. Access to Information

10.1. Background papers relating to this report can be inspected by contacting the report writer.

11. Contact Information

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

Name: Sara Barker

Job Title: Head of HR

Email: sara.barker@cheshireeast.gov.uk



Appendix 1

Pay Policy Statement 2020/21

1. Introduction and Purpose

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

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

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

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

Once approved by Council, this policy statement will come into effect on the 1st April 2020 superseding the 2019/20 statement and will continue to be reviewed on an annual basis.

2. Background

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

The Council complies with all relevant employment legislation and codes of practice. The Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of job evaluation mechanisms and the application of key criteria, which directly



establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

3. Pay Structure

Senior Management

3.1 Principles

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

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

3.2 Reward components

For many senior posts, reward will continue to comprise basic salary, and 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 number of the Council's most senior managers no longer receive a performance related pay incentive. This has been replaced by an inclusive salary and in some cases Market Supplements may be paid where appropriate. Performance Related Pay is currently under review.



3.3 Job Evaluation and Banding

The Council uses the Hay Group job evaluation scheme to position roles into the Cheshire East Senior Management pay bands. The bands are linked to Hay Job Evaluation points 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 Chief Officers) conditions of service. A score is produced from the evaluation process which equates to a pay band on the Council's senior manager pay structure.

Each grade within the senior manager pay structure has an achieving rate and the potential for a defined exceeding performance award (para 3.2 refers), within each role. The pay structure for senior managers who are subject to JNC conditions of service can be seen by accessing the [senior manager pay and grading structure](#).

In addition, there are a number of public health employees who transferred under TUPE to the Council on NHS Pay and Terms and Conditions on 1st April 2013 and these staff remain on the terms and conditions of their previous NHS employer.

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 packages.

Chief Executive – Tier 1

- The salary package of the post is within the range of £151,000 to £161,000.

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

- The salary package of these posts fall within a range of £116,744 to £132,664

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

- The salary package of these posts fall within a range of £75,778 to £102,842



3.6 Pay and grading structure for staff

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

The Council reviewed its local pay structures (Grades 1 to 12) as a result of the two year national agreement which covered the period 2018 – 2020 and introduced an interim structure in June 2019 which assimilated all staff on to the new NJC Pay structure in line with the National Agreement. These changes will bring Cheshire East Council in line with the NJC for Local Government Services pay structure and the revised national pay spine (spinal column points). A review of the JNC Pay Structure for Chief Officers is being considered to remedy some outstanding anomalies.

4. **Living Wage**

The Council implemented a Local Living Wage on 1st November 2015 of £7.85 per hour to ensure it was aligned with the Government's commitment to raise the National Living Wage.

As a result of the 2018 – 20 NJC pay agreement, it is no longer necessary to pay a Local Living Wage supplement because the uprated pay points for the lowest paid staff have been increased and now exceed the National Living Wage. For information the lowest pay point is £9.00 an hour with effect from 1st April 2019, and future pay awards are intended to take this into account in order to maintain parity with Natinoal Living Wage requirements.

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 arrangements set out in the Constitution. Full Council approval will be sought for the establishment of a role on a salary package exceeding £100,000 where remuneration departs from the pay policy statement.

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

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

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From time to time, it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate. Any such payments will be reviewed at regular intervals to ensure their ongoing suitability and appropriateness.

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

6. Additions to Chief Officers' Salaries

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

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

Further details of [Additions to Chief Officers' salaries](#) are published in the Council's Transparency Data and in the Statement of Accounts.

7. Local Government Pension Scheme

Details of the [Local government pension scheme](#) discretions exercised, contribution bands, actuarial rates, and discretions policy application are available.

8. Redundancy Payments and Payments on Termination

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

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



of 0.8 times the statutory payment, bringing the total payment to 1.80 times the statutory formula and up to a maximum of 50 week's pay.

The government has consulted again in summer 2019 on a range of wider reforms to exit payments across the public sector, proposals for change are still awaited from the government 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 for all voluntary redundancies/severance and MARS severance payments, for all employees, including Chief Officers. The use of settlement agreements on this basis minimises any risk of future claims against the Council and can ensure that any threatened or pending legal proceedings and their associated legal costs can be avoided. The Council follows the current guidance for public sector settlement agreements in these circumstances.

11. Mutually Agreed Resignation Scheme

The Council operates a Mutually Agreed Resignation Scheme which enables individual employees, including Chief Officers, in agreement with the Council, to choose to leave their employment voluntarily in return for a discretionary 'severance' payment. This scheme creates resourcing flexibility to avoid compulsory redundancies in future, enable the redeployment of resources to higher priority areas of work and reduce costs in lower priority areas. MARS is non contractual and has no pension liabilities. The terms of this scheme are set out in the discretionary policy.



12. 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](#).

13. 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 in any capacity, except in exceptional circumstances and subject to the agreement of the Head of 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 etc. and whether the individual is appointed as an employee or engaged as an interim, direct consultancy or via an agency or other supplier.

14. Publication and access to information

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

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

The Council will also publish, on an annual basis, Gender Pay Gap data in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Prepared by: HR Strategy and Policy Team
 Date: February 2020
 Review date: February 2021

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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 e mail hrcommunications@cheshireeast.gov.uk should you have any difficulties accessing this information.

Section 1. Additional information

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

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

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

Link 4 – [Pay multiples](#)

[Statement of Accounts for 2018/19](#)

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

[Payment of Market Supplements](#)

[Pay and Allowances Policy](#)

[Pensions Discretions Policy](#)

[Redundancy Policy **and** Procedure](#)

[Retirement and Severance Policy](#)

[Recruitment Policy **and** Procedure](#)

[Disability at Work Commitment](#)

[Mindful Employer](#)

[Redeployment Policy **and** Procedure](#)

[Equality in Employment Policy](#)

[Relocation Expenses Policy](#)

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

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