

# **Staffing Committee**

## **Agenda**

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**Date:** Friday 11th January 2013  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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

### **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 Committee.

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

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

4. **Minutes of Previous Meetings** (Pages 1 - 6)

To approve the minutes of the meetings held on 18 October 2012 and 30 November 2012

5. **HR Update** (Pages 7 - 14)

To consider a report on the progress with Human Resource issues.

6. **Pay Policy Statement 2013/14** (Pages 15 - 42)

To consider the Pay Policy Statement for 2013-14

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.

The Committee may decide that the press and public be excluded from the meeting during consideration of the following items 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 4 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. **Items Requested by Trade Unions**

- Cheshire East New Deal
- Directorate / Service Restructures
- TUPE Transfer Formal Consultation

**CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Thursday, 18th October, 2012 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor D Topping (Chairman)  
Councillor H Murray (Vice-Chairman)

Councillors Rhoda Bailey (for Cllr J P Findlow), J Jackson, M Jones,  
B Murphy and D Newton

**Union Representatives**

Craig Nicholson – UNISON  
Olga Kokkinis – UNISON  
Jonathan Shaw – UNISON  
Neil Holden – GMB  
Chris Millington – GMB  
Anne-Marie McBlain –AEP

**Officers**

Kim Ryley, Interim Chief Executive  
Paul Bradshaw, Head of HR and Organisational Development  
Julie Davies, HR Strategy and OD Manager  
Amanda Rudham, HR Policy Manager  
Suzanne Antrobus, Corporate Solicitor  
Paul Ridings, Corporate Health and Safety Advisor  
Stephanie Bretherton, Apprentice Corporate Health and Safety Service  
Rachel Graves, Democratic Services Officer

**Councillors in Attendance**

Councillor B Moran, Cabinet Member for Performance

**11 APOLOGIES FOR ABSENCE**

Apologies were received from Councillor J P Findlow and Tony Caffery,  
UNISON.

**12 DECLARATIONS OF INTEREST**

Councillor J Jackson declared a non-pecuniary interest that she was a  
member of GMB.

All members of the Committee had received a copy of an email from an  
Employee to the Chief Executive and Leader of the Council expressing  
their disappointment and opposition to any increment freeze.

**13 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

**14 MINUTES OF PREVIOUS MEETINGS**

**RESOLVED:**

That the minutes of the meeting held on 12 April 2012, 25 June 2012 and 13 July 2012 be confirmed as a correct record.

**15 HR UPDATE**

The Head of Human Resources and Organisational Development, aided by the HR Strategy and OD Manager, presented a report which provided a general update on Human Resource issues, including Health & Safety, Organisational Development, HR Delivery and HR Policy and Reward.

Health and Safety

A total of 1380 accidents reports were entered onto PRIME in Quarter 1, of which 31 were RIDDOR reportable to the Health & Safety Executive. This represented a continuing downward trend in the number of reportable incidents which were occurring, quarter on quarter.

A total of 149 delegates had attended 16 Health and Safety training courses and briefings. Courses included Use of Defibrillator, Manual Handling and Tool Box Talks.

Following a visit from HSE in March 2012, the development of Route Risk Assessments in the Waste & Recycling service was a priority. The process involved the identification of hazards which drivers and loaders could encounter on all of the 580 collections rounds in the Borough. Symbols had been attached to 'Lookout' sheets for each road to highlight the hazards. Briefing sessions had been held with the Trade Union representatives to keep them involved and updated on progress.

Organisational Development

Seventy young people were currently on apprenticeship placements across the Council. The recent A Team Conference and Awards Ceremony had been a huge success. Sixteen apprentices had been nominated for the Apprentice of the Year award. The A Team had also been recognised as national finalists in the Training Journal's Best Apprenticeship Programme in the UK. The winner was expected to be announced in November.

Five new management trainees had started a two year graduate programme and had commenced their first of four, 6 month placements.

The Learning Lounge had been successfully launched and more than 800 employees had already enrolled on the on-line programmes. The on-line training complemented other forms of learning by providing a cost effective and flexible means of learning in bite size pieces.

### HR Delivery

The HR Delivery Team was focusing on attendance management. A range of actions had been taken to address sickness absence across the Council. Reports highlighting employees who had met triggers within the Attendance Management Procedure have been taken to Directorate and Senior Management Teams. Absence management training was being delivered and there had been an increase in the use of case reviews involving managers, HR and Occupational Health Physicians. A range of Health and Wellbeing events had been organised to promote a healthy lifestyle and raise awareness of important health issues.

One of the measures which could be adopted to manage sickness absence and provide an alternative cost effective counselling and support service for staff would be the introduction of an Employee Assistance Programme. It had been found that if employees are referred for help/advice and counselling at an earlier stage, they were far less likely to have an extended period of absence and more likely to be able to control their individual stress levels.

### HR Policy and Strategy

In order to improve understanding of Equality and Diversity a mandatory half day course for managers involved in budget and policy decisions had been set up and would take place during November and early December. The aim was to equip managers with the knowledge and confidence to ensure equality of opportunity was embedded in all decision making.

The Council had appointed Comensura as a neutral vendor to manage a supply chain of a wide range of recruitment agencies. Since the introduction of the new arrangements, virtually all off contract spending had been eliminated and all new requirements for agency workers were being dealt with via the Comensura contract. The contract had resulted in reductions in agency fees by approximately £70,000 since April 2012.

## **16 EXCLUSION OF THE PRESS AND PUBLIC**

### **RESOLVED:**

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

## **17 ITEMS REQUESTED BY TRADE UNIONS**

The Trade Union representatives raised issues in relation to the following items:

- Cheshire East Council's 3 Year Plan
- Cheshire East Council's Budget Process 2013-14
- Inclusion of Streetscape and Parking Maintenance Activities within the Highway Service Contract

## **18 PAY REVIEW**

The Trade Union representatives made a statement on the proposal to the Committee before leaving the meeting.

The Committee considered a report which set out the considerations, issues and risks relating to a second year increment freeze.

A summary of the comments made by employees on Team Talkback was circulated to the Committee.

### **RESOLVED:**

That the Chief Executive be recommended to exercise their delegated authority in relation to the increment freeze.

The meeting commenced at 2.08 pm and concluded at 5.05 pm

Councillor D Topping (Chairman)

## **CHESHIRE EAST COUNCIL**

Minutes of a meeting of the **Staffing Committee**  
held on Friday, 30th November, 2012 at Committee Suite 1, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

### **PRESENT**

Councillor D Topping (Chairman)  
Councillor H Murray (Vice-Chairman)

Councillors S Hogben (sub for Cllr J Jackson), M Jones, D Marren, B Murphy  
and D Newton

### **In attendance**

Councillor R Fletcher

### **Officers**

Caroline Elwood, Borough Solicitor  
Paul Bradshaw, Head of HR and Organisational Development  
Julie Davies, HR Strategy and OD Manager  
Rachel Graves, Democratic Services Officer

### **TRAINING JOURNAL AWARD**

The Council's A-Team Apprenticeship Scheme had won the Training Journal's 'Best Apprenticeship Scheme in the UK'. Sue Malec, A-Team Co-ordinator, and Amy Rowe, Apprentice, attended the meeting with the trophy presented. The Committee congratulated them on winning the award.

### **19 APOLOGIES FOR ABSENCE**

Apologies were received from Councillor J Jackson.

### **20 DECLARATIONS OF INTEREST**

There were no declarations made.

### **21 PUBLIC SPEAKING TIME/OPEN SESSION**

There were no members of the public present.

### **22 EXCLUSION OF THE PRESS AND PUBLIC**

#### **RESOLVED:**

That the press and public be excluded from the meeting during the consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 as amended on the grounds that they

involved the disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972 and public interest would not be served in publishing this information.

## **23 INTERIM CHIEF EXECUTIVE**

The Committee considered a report on the engagement and extension of the services of the current Interim Chief Executive.

Council, at its meeting in April 2012, had resolved that the Leader of the Council and the Chairman of the Staffing Committee be authorised, in consultation with the three Opposition Group Leaders and the Head of HR and Organisational Development, to agree the arrangements for the appointment of the Interim Chief Executive. This led to the secondment of Mr Kim Ryley until 30 November 2012. The Leader of the Council and Chair of Staffing Committee were minded to extend his engagement until March 2013 (on the terms set out in the report) and wished to discuss this with the Staffing Committee.

### **RESOLVED:**

That the decision of the Leader of the Council and Chairman of Staffing Committee, following consultation with the Opposition Group Leaders and the Head of HR and Organisational Development, to extend the engagement of the current Interim Chief Executive until 31 March 2013 be supported.

The meeting commenced at 2.05 pm and concluded at 3.05 pm

Councillor D Topping (Chairman)



## CHESHIRE EAST COUNCIL

### Staffing Committee

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<b>Date of Meeting:</b>	11 January 2013
<b>Report of:</b>	Head of Human Resources & Organisational Development
<b>Subject/Title:</b>	HR Update

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#### **1.0 Report Summary**

1.1 To update the Committee on progress with Human Resource issues.

#### **2.0 Recommendations**

2.1 To note the report.

#### **3.0 Reasons for Recommendations**

3.1 To ensure Members are kept up to date with HR developments.

#### **4.0 Wards Affected**

4.1 No specific wards affected.

#### **5.0 Local Ward Members**

5.1 Not applicable.

#### **6.0 Policy Implications including – Carbon Reduction - Health**

6.1 No significant implications.

#### **7.0 Financial Implications (Authorised by the Director of Finance and Business Services)**

7.1 No direct implications arising from this report.

#### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

8.1 No direct implications arising from this report.

#### **9.0 Risk Management**

9.1 No significant risks identified as a result of this update report. Risks relating to specific issues will be dealt with separately.

## 10.0 Delivery of Corporate Health and Safety Training

- 10.1 11 courses and briefing sessions (available via the Corporate Training Programme), have been delivered to 126 delegates – as detailed below:

NO. OF COURSES	COURSE	ATTENDEES
5	Tool Box Talks (Tatton Park)	52
1	Risk Assessment	20
1	Basic Health & Safety Workshop (not accredited)	11
1	Basic Health & Safety Workshop (CIEH accredited)	12
1	Emergency First Aid at Work (Summit)	7
1	LEV training (MATURA)	1
1	Corporate Induction	23
<b>11</b>	<b>TOTALS</b>	<b>126</b>

## 10.2 Refuse Safety Handbook

- 10.3 Following consultation with Trade Unions and Waste Services Managers, the existing Refuse Safety Handbook has been updated. It is due to be printed and introduced to operatives within the next few weeks.

## 10.4 Corporate Noise Programme

- 10.5 The following sites, identified as possible noisy areas, have been visited and measurements taken:

- Macclesfield Crematorium
- Transport Workshops
- Crewe Cemetery

- 10.6 Reports are being prepared and outcomes will be discussed with managers if any employees are exposed to noise that exceeds Action Levels specified in the Noise at Work Regulations. The Occupational Health Nurse will continue to undertake hearing tests on relevant employees as part of the health surveillance programme.

## 10.7 Corporate Staff Safety Register (CSSR)

- 10.8 The revised Corporate Staff Safety Policy & Register, which replaces the original Violence & Aggression Policy and Database, was demonstrated to nominated Specific Points of Contact (SPOCs) at the Head Teacher briefings during the latter part of November 2012. The CSSR is a bolt-on

addition to PRIME and became a 'live' process across all Council services on 03.12.12.

### 10.9 Corporate Accident & Incident Statistics Quarter 2 2012 (July 2012 to September 2012)

10.10 In Quarter 2, **1532** accident reports were entered onto PRIME, of which **46** were RIDDOR reportable to the Health & Safety Executive.

#### Total number of RIDDOR Accident Quarter 2

Quarter	No. of Accidents & Incidents on PRIME	No. of RIDDOR Reports
Q3 2010 - 2011	1581	122
Q4 2010 - 2011	1637	142

Q1 2011 - 2012	1388	94
Q2 2011 - 2012	1365	87
Q3 2011 - 2012	2002	74
Q4 2011 - 2012	1773	67

Q1 2012 - 2013	1380	31
Q2 2012 - 2013	1532	46

10.11 Care4CE reported a total of **245** accidents and incidents, **0** of which were RIDDOR Reportable. Overall, Care4CE reported **16%** of accidents in Quarter 2.

10.12 Overall, Schools reported **451** accidents and **8** incidents in Quarter 2, of which **24** were RIDDOR reportable.

10.13 Tatton Park reported **23** accidents in Quarter 2, and **3** incidents. This includes **2** RIDDOR reportable accidents Both RIDDOR accidents were caused by **falling from a height**.

10.14 Leisure Facilities reported **9** RIDDOR out of **252** accidents in Quarter 2, with the majority of RIDDOR cases being sports-related injuries.

10.15 The increase in RIDDOR reports between the two Quarters is 15. This is demonstrated via an increase of 5 extra Schools RIDDOR reports and 17 within Places & OC (namely Leisure Centres, Waste Services and at Tatton Park). The increases in RIDDOR reportable accidents are discussed with service managers at the various safety sub-forums, with

focus on the causes of the accidents. 5 of the additional accidents were adult sporting incidents, so particular attention was paid to leisure centre accidents and their root-causes. Corporate health and safety newsletters are used to communicate accident trends and patterns to all levels of staff, with advice on how to reduce them.

10.16 It is interesting to note that the recent changes to the RIDDOR reporting rules has not had an impact on the number of staff accidents resulting in a period of sickness after an accident. The changes involved the number of days of sickness after an accident when the accident becomes reportable. This changed from more than 3 days to more than 7 days (not including the day of the accident in April 2012).

10.17 Details of RIDDOR incidents during Quarter 2 are shown at Appendix 1 - by Division and Service Area and at Appendix 2 - by Division and Accident Cause.

### **10.18 Apprenticeships**

10.19 The A-Team continues to be highly successful, having recently won the [Training Journal's Best Apprenticeship Programme in the UK](#) up against some big name competition – BAM Nuttall Ltd, McCann Manchester, Midland Heart, Scottish Children's Reporter Administration and Thomas Cook Group PLC. It was recognised by the judges that Cheshire East has raised the bar and set a new standard for apprentices nationally which bearing in mind the scheme has only been in existence for just over two years is a tremendous achievement.

### **10.20 aspire4excellence – Best of the Best Awards**

10.21 To recognise all of the outstanding work that is being done across the Council we have recently hosted an inaugural aspire4excellence best of the best awards ceremony. More than 140 people attended the event to recognise and celebrate the successes of colleagues in the following 10 categories:

- Individual – best of the best for each aspire value
- Team - best response, best collaboration and best improvement
- Employee of the year

10.22 Alongside of these awards, six special recognition awards were also made to colleagues from the Leader of the Council for their outstanding contribution and one from the Chief Executive. The event was very well received and has highlighted the exceptional contributions that are being made at all levels and across all services across the Authority.

### **10.23 Oracle Performance Development**

10.24 As previously outlined the Oracle Performance Development (OPD) system is now being rollout out to all Oracle users to support the delivery of the new deal for staff as follows:

- Our investment in the OPD systems has been made to modernise and improve the way we manage individual performance
- The OPD system makes the PDR process easier to manage and monitor
- OPD will also provide a mechanism to identify training needs and inform succession planning and talent management
- We need to capture performance ratings across the Council for 2012/13 to provide a baseline for possibly making a closer link between pay and contribution in 2013/14.

10.25 Training to support the roll out of the system is now underway with the requirement that all oracle users must have their PDP created in OPD with a minimum of performance objectives added, ratings of behaviours and objectives and overall performance rating for 2012/13. Similar performance rating information will also be required for non oracle users in an excel format.

#### **10.26 Staff Road Shows**

10.27 A series of staff road shows is now well underway to explain the challenges we face as a Council over the next few years and the likely implications for staff. Initial views are also sought from attendees on the New Deal for staff.

10.28 The road shows have been well attended with positive feedback. Colleagues have welcomed the opportunity to see and hear from our Interim Chief Executive and have appreciated the honesty and opportunity to help shape plans for the future. Overall initial feedback on the New Deal for staff indicates that colleagues generally see this as reasonable and are willing to play their part. Understandably there is concern regarding the anticipated reductions in staffing over the next few years and are keen to understand more about when and where this may occur. Further road shows are expected to take place during 2013 to continue to conversations that have been started and to further engage colleagues in these vital discussions.

#### **10.29 Pension Auto-Enrolment**

10.30 The requirement for employers to enrol employees into workplace pension schemes has been introduced. The implementation date (Staging Date) for Cheshire East Council is 1 March 2013 but a decision has been made to utilise the allowed transitional period up to September 2017 which is when the majority of employees, not currently in the scheme, will be automatically enrolled into the Cheshire Pension Scheme. The normal opt out arrangements will remain in place. All employees will receive a letter before 1 March 2013 which will outline how these arrangements will personally affect them.

**10.31 Health and Wellbeing Events – ‘Just for the Health of it’**

10.32 Two Health and Wellbeing events have taken place in order to promote a healthy lifestyle, raise awareness of important health issues and provide further support for staff. These events took place at no cost to the Council and involved representatives from MacMillan Cancer Support, National Osteoporosis Society, British Heart Foundation and other organisations. Feedback from employees attending was very positive and it is intended to put other events on during the year.

**11.0 Access to Information**

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

Name: Julie Davies  
Designation: HR Strategy & OD Manager  
Tel No: 01270 686328

**APPENDIX 1**

**TOTAL RIDDOR ACCIDENTS / INCIDENTS BY DIRECTORATE AND LOCATION**  
**QUARTER 2 OF 2012 (01.07.12 – 30.09.12)**

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<b>BUSINESS</b>	<b>SITE</b>	<b>TOTAL</b>
<b>ADULTS COMMUNITY HEALTH AND WELLBEING</b>	Carter House Day Centre	1
	Macon House Day Centre	1
	Victoria Community Centre	1
	Warwick Mews 4	1
<b>Sub Total</b>		<b>4</b>
<b>CHILDREN AND FAMILIES – NON SCHOOLS</b>		
<b>Sub Total</b>		<b>0</b>
<b>CHILDREN AND FAMILIES – SCHOOLS</b>	Alsager School	4
	Brierley Primary School	1
	Eaton Bank School	1
	Knutsford High School	3
	Malbank School and Sixth Form College	2
	Poynton High School and Performing Arts College	3
	Scholar Green Primary School	1
	Upton Priory School	1
	Wilmslow High school	4
	Wistaston Green Primary and Nursery School	1
	Wybunbury Delves Church of England Primary School	1
	Wyche Primary School	1
<b>Sub Total</b>		<b>24</b>
<b>PLACES</b>	3 Claremont Road	1
	Alsager Leisure Centre	2
	Ashely road, Knutsford	1
	Bosley View, Congleton	1
	Congleton Leisure Centre	2
	Congleton Road, Macclesfield	1
	Congleton Road, Smallwood	1
	Macclesfield Leisure Centre	1
	Meadow Croft, Alsager	1
	Nantwich Swimming Baths	2
	Poynton Leisure Centre	2
	Snowhill Car Park	1
	Tatton Park Estate	1
	Tatton Park Gardens	1
<b>Sub Total</b>		<b>18</b>
<b>TOTAL</b>		<b>46</b>

**END OF APPENDIX 1**

## APPENDIX 2

**TOTAL RIDDOR ACCIDENTS / INCIDENTS REPORTED BY DIRECTORATE  
AND ACCIDENT TYPE QUARTER 2 OF 2012  
(01.07.12 – 30.09.12)**

	PEOPLE		PERFORMANCE AND CAPACITY	PLACES	TOTALS
	Adults Community Health & Wellbeing	Children and Families			
Assaulted by a Person	0	0	0	0	0
Contact with Hot Liquids	0	1	0	0	1
Contact with moving Machinery / Materials	0	0	0	0	0
Contact with Harmful Substances	0	1	0	0	1
Contact with Needles or Sharps	1	0	0	1	2
Fall from Height	1	5	0	3	9
Hit By Moving Vehicle	0	0	0	1	1
Hit by Moving / Flying / Falling Object	0	2	0	3	5
Hit by Something Fixed or Stationary	0	1	0	1	2
Horseplay	1	0	0	1	2
Ill Health	0	0	0	0	0
Injured whilst Lifting Handling or Carrying	0	0	0	0	0
Slipped / Tripped or Fell on Same Level	1	7	0	3	11
Sports Injury	0	6	0	5	11
Unknown Cause	0	1	0	0	1
	<b>4</b>	<b>24</b>	<b>0</b>	<b>18</b>	<b>46</b>



## CHESHIRE EAST COUNCIL

### Staffing Committee

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<b>Date of Meeting:</b>	11 January 2013
<b>Report of:</b>	Head of Human Resources and Organisational Development
<b>Subject/Title:</b>	Pay Policy Statement 2013/14

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#### **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 is to be given to any guidance from the Secretary of State in producing this statement.

1.2 The Pay Policy Statement for 2013/2014 is attached at Appendix 1.

#### **2.0 Recommendation for Staffing Committee:**

2.1 That the Pay Policy Statement 2013/14 be recommended to Council for approval.

#### **3.0 Reasons for Recommendations**

3.1 A Pay Policy Statement is required to be produced annually from 2012/2013 under Section 38 of the Localism Act. 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 they relate.

#### **4.0 Wards Affected**

4.1 Not applicable.

#### **5.0 Local Ward Members**

5.1 Not applicable.

#### **6.0 Policy Implications**

6.1 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 in year should the need arise, changes must be subject to the approval of full Council.

**7.0 Financial Implications (Authorised by the Director of Finance and Business Services).**

- 7.1 There are no direct financial implications associated with approving the updated Pay Policy Statement 2013/14 and no budgetary adjustments are proposed specifically in relation to this report.

**8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 The Council is required to produce and publish a Pay Policy Statement, agreed by Council, for 2012/13 and for each subsequent year, under Section 38 of the Localism Act.
- 8.2 This report and accompanying Pay Policy Statement, once approved and adopted, ensures that the Council complies with this requirement.

**9.0 Risk Management**

- 9.1 None.

**10.0 Detail**

- 10.1 The Localism Act requires the Council to produce and publish a Pay Policy Statement, agreed by Council, on an annual basis. Due regard must be given to the guidance produced by the Secretary of State in preparing the statement and, specifically, to the detail that should be included in it.
- 10.2 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 in year as required, any changes must be subject to the approval of full Council.
- 10.3 The Council approved the 2012/2013 Statement on 23 February 2012. Subsequent revisions to reflect amendments made to redundancy payments, payments on termination and compromise agreements were approved by Council on 19 July 2012.
- 10.4 The Pay Policy Statement for this year, 2013/14, has been updated to reflect a number of changes which are detailed below.
- 10.4.1 Reference to the continuation of the increment freeze to 30 November 2013 has been incorporated;
- 10.4.2 Reference has been made to changes in the Local Government Pension Scheme to reflect the requirements under the Automatic Enrolment Regulations 2012 and changes to pension bandings effective from 1 April;
- 10.4.3 Job titles, salary levels (including market supplements) and the organisational structure have been updated to reflect changes;

10.4.4 Information about pay multiples have been amended to reflect updated figures as well as National Minimum Wage rates effective from October 2012.

## **11.0 Consultation**

11.1 There is no formal requirement to consult but the policy will be shared with the Trade Unions prior to the Council meeting.

## **12.0 Access to Information**

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

Name: Paul Bradshaw, Head of HR & OD

Tel No: 01270 686027

Email: [paul.bradshaw@cheshireeast.gov.uk](mailto:paul.bradshaw@cheshireeast.gov.uk)

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## **PAY POLICY STATEMENT 2013/2014**

### **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 of the Localism Act 2011.

The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees (excluding teaching staff and employees working in local authority schools) 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;
- the Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

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

Additionally, the definition of “Chief Officers”, for the purposes of this statement and in line with recommendations from the Secretary of State, includes the Head of Paid Service and Statutory Officers as well as those who report directly to them (non-statutory Chief Officers) and their direct reports.

Under this definition, the Council regards the following as its “Chief Officers”:

#### **Head of Paid Service**

Chief Executive

#### **Statutory Chief Officers**

Director of Finance and Business Services (151 Officer)

Strategic Director (Children, Families and Adults)

Borough Solicitor and Monitoring Officer (also Returning Officer) (Vacant)

#### **Non-Statutory Chief Officers**

Strategic Director (Places and Organisational Capacity) (Vacant)

Head of HR and Organisational Development

**Deputy Chief Officers**

Deputy Director of Children's Services (Lead Early Intervention and Prevention)

Head of Service - Strategy Planning and Performance

Head of Service – Children's Social Care

Principal Manager Safeguarding & Specialist Services

Head of Care4CE

Head of Integrated Strategic Commissioning

Head of Individual Commissioning & Personalisation for Adult Social Care

Head of Business Management & Challenge

Head of Development

Head of Community Services

Head of Performance, Customer Services and Capacity

Head of Highways and Transport

Waste & Recycling Manager

Streetscape & Bereavement Services Manager

HR Strategy & Organisational Development Manager

HR Delivery Manager

ICT Manager

Finance Manager

Shared Services and Procurement Manager

Internal Audit Manager (Vacant)

Democratic & Registration Services Manager

Head of Health Improvement

The senior management structure and relevant grades for these posts (including any vacancies) is attached at Annex 2.

In addition, the Council will employ a number of Officers from the Public Health Service with effect from 1 April 2013. It is anticipated that some of these Officers will fall into the categories of Chief Officers or Deputy Chief Officers.

Once approved by the full Council, this policy statement will come into effect from 1 April 2013 and will be subject to review on a minimum of an annual basis, the policy for the next financial year being approved by 31 March each year.

Any decision under powers delegated in the Council's Constitution with regard to remuneration to be taken during 2013/14 will be bound by and must comply with this Statement.

The Head of Human Resources and Organisational Development must be consulted prior to any decision impacting on remuneration where there is any question regarding compliance with the Statement.

## **2. OTHER LEGISLATION RELEVANT TO PAY AND REMUNERATION**

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Fixed Term Workers Regulations 2002 and, where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. 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, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

## **3. PAY STRUCTURE**

The Council evaluates all Chief Officer roles, including the Chief Executive, using the HAY evaluation scheme. This ensures that different jobs having the same value are paid at the same rate i.e. the rate or pay scale linked to the “job score”. Up to Grade 18 (SCP 73) there is provision for progression by annual increments until the top of the pay scale is reached and most pay scales have 5 increments. However, incremental progression has been temporarily frozen for all employees (excluding Soulbury) until November 2013. This commenced in November 2011.

The Council uses the nationally negotiated pay spine(s) i.e. a defined list of salary points, as the basis for its local pay structure up to Spinal Column Point 38. The Council then deviates from the nationally negotiated pay spine and determines salary points locally up to SCP 73 / Grade 18 in order to provide flexibility to attract and appoint the best candidates taking into account local market conditions..

This defined pay structure then determines the salaries of all employees on NJC (National Joint Council for Local Government Services) and JNC (Joint Negotiating Committee for Chief Officers) terms and conditions, including Chief Officers, up to SCP 73 / Grade 18.

The Chief Executive and Chief Officers above Grade 18 (SCP 73), are paid a fixed spot salary with no provision for incremental progression. These posts are detailed below and the salaries for each grade are detailed in Annex 1:

- Chief Executive
  - Director 3:
    - Strategic Director Places and Organisational Capacity
  - Director 2:
    - Strategic Director (Children, Families and Adults)

Director 1:

- Director of Finance and Business Services (151 Officer)
- Head of Human Resources and Organisational Development

For these posts, the Council will normally use external advisers such as the Hay Group and the North West Employers Organisation when determining salary. The external advisor(s) would then provide information and advice as to the appropriate level at which to pitch the salary to be successful in recruiting. This statement and future benchmarking would also inform part of the process by which these salaries are reviewed.

Employees outside of this local pay and grading structure include the following groups of employees:

Soulbury - Education Psychologists and Advisers. Their pay is determined by the National Soulbury Committee.

NHS - Occupational Health Nurses & Public Health Officers. Their pay is determined in accordance with NHS Agenda for Change Pay Bands

Craft - Electricians, Mechanics etc. Their pay is determined by the Joint Negotiating Committee for Local Authority Craft & Associated Employees

In addition, there will from time to time be employees that have TUPE transferred into the authority on different pay and conditions.

The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national and local pay spine, for example through any agreed annual pay increases negotiated with joint trade unions.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.

In determining its grading structure and setting remuneration levels for any posts which fall outside its scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

In addition, progression through the incremental scale of the relevant grade for NJC and JNC employees (including Chief Officers) is subject to completing satisfactory service, which is reviewed on an annual basis.

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', particularly where this relates to a statutory post. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition 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. The Council does not currently have any Chief Officers engaged under such arrangements.

#### 4. RECRUITMENT OF CHIEF OFFICERS

The Council's policy and procedures with regard to recruitment of Chief Officers are set out within the ***Recruitment Policy and Procedure*** (Annex 3) and as set out in the Staff Employment Procedure Rules in Part 4.

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 at Work Commitment, Mindful Employer, Redeployment Policy and Procedure*** and ***Equality in Employment Policy*** (Annex 3).

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 minimum of the relevant pay scale for the grade, although this can be varied on an exceptional basis where necessary to secure the best candidate. Where the appointment salary is above the minimum point of the pay scale and is not affected by other council policies, for example promotion, redeployment or flexible retirement, this is approved in accordance with the ***Pay and Allowances Policy*** 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.

Any temporary supplement to the salary scale for the grade is approved in accordance with the guidance document ***Payment of Market Supplements*** as a recruitment/retention incentive (Annex 3)

Currently two Chief Officers receive a market supplement:

- Deputy Director of Children's Services (Lead Early Intervention and Prevention) – supplement of £11,760. To be reviewed 16 April 2013.

- Head of Service, Children's Social Care – supplement of £7,000. To be reviewed 15 October 2013.

## **5. CHIEF OFFICER REMUNERATION**

With the exception of progression through the incremental scale of the relevant grade being subject to satisfactory service, which is reviewed on an annual basis, currently, the level of remuneration is not variable dependent upon the achievement of defined targets. However, the Council expects high levels of performance from its employees and is currently exploring the possibility of linking pay to performance at some point in the future.

To meet specific operational requirements it may be necessary for an individual to temporarily take on additional duties to their identified role. The Council's arrangements for authorising any additional remuneration relating to temporary additional duties are set out in Section 10 of the Pay and Allowances Policy (Annex 3) Where the full duties and responsibilities of a higher graded post are being undertaken, the payment will be the salary in the higher job that would apply were the employee acting-up to be promoted to that job. If the full duties and responsibilities are not being undertaken or if they are undertaken by more than one employee, the amount of payment should be calculated with reference to the salary of the higher graded post by the Head of Service in consultation with HR. It may consist of a monthly addition to salary or one or more lump sums to be paid at the end of, or during, the acting-up period.

Any changes to existing posts or additional posts created, with a salary above £100,000, will be subject to a vote by full Council prior to appointment / confirmation.

If the need arises to provide agency or interim cover the policy is to seek to cap the cost of that appointment at no more than that of the permanent appointment taking into account additional employment costs – pension contributions, national insurance, paid leave etc. However, where necessary a higher "market rate" will be paid to secure a suitable individual and market rate will be established by reference to soft market testing, external advice and dialogue with peer authorities.

## **6. ADDITIONS TO SALARY OF CHIEF OFFICERS**

- **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 Borough Solicitor & Monitoring Officer has been appointed as the

Returning Officer. This is a personal appointment, separate from their other duties. In this capacity they are 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 Scale of Fees is agreed between and used by the four Cheshire Authorities.

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 is very involved in the electoral process and exceeds the Performance Standard set by the Electoral Commission for "skills and knowledge of the Returning Officer". There are no scheduled Borough or Parish elections during the 2013/14 financial year.

- **Travel Allowances and Expenses**

The current rates (which were last increased in April 2009) for use of private vehicles on Council business for all employees are:

	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). Currently no Chief Officers are in receipt of the regular user lump sum.

- **'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 10% band 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. As such, it is a very attractive proposition for both.

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.

- **Relocation Expenses**

Where it is necessary for a newly appointed employee to relocate to take up appointment the Council may make a contribution towards relocation expenses, in accordance with the Relocation Expenses Policy (Annex 3). 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 workbase and, as such, support will not normally be given to employees who already live within 30 miles of the workbase. 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 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.

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

- **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 one policy and does not differentiate between Chief Officers and other employees.

## **7. 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 1 March 2013 (the staging date) Cheshire East Council has had to comply with the new pensions duties under the Automatic Enrolment Regulations 2012 as follows:

- All new Cheshire East employees from 1 March 2013 will be automatically 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 1 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 will be monitored from 1 March 2013 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.

Contribution bands are determined on full time equivalent pay on 1 April each year. The bands are shown below.

Annual Rate of Pay	Rate of Contributions
More than £85,300	7.5%
More than £45,500 and up to £85,300	7.2%
More than £34,000 and up to 45,500	6.8%

Annual Rate of Pay	Rate of Contributions
More than £20,400 and up to £34,000	6.5%
More than £15,800 and up to £20,400	5.9%
More than £13,500 and up to £15,800	5.8%
Up to £13,500	5.5%

This is the banding rate applicable at 1st April 2012. The increase applied is based on the Consumer Price Index (CPI) figure of September 2011 which stood at 5.2% and these rates will go up 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 Actuaries advising the Cheshire Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current rate is set at 21.8% and this will increase to 22.30% with effect from 1 April 2013. These rates were set following the 2010 triennial valuation.

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.

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 grounds. However, the Council has agreed to adopt the provision to enable redundant employees to purchase additional service 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** (Annex 3) details the Council's agreed Pensions Discretions and applies equally to the Chief Executive, Chief Officers and other employees.

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 have their hours and/or their pay grade reduced and to seek agreement to early release to some or their entire pension.

The request can be considered if;

Either

- their substantive grade reduces by a minimum of 2 grades (e.g. Grade 6 to Grade 4)

And / Or

- their contract hours reduce by a minimum of 1/5

And

- at the same time, the employee can request early release of their accrued pension benefits in full or some of their accrued rights. Employees can now choose to take:
  - All or none of their pre April 2008 rights; and
  - All, some or none of their post March 2008 rights.

Any consequential fund strain payments to the pension fund are recoverable in three years with the discretion to extend the three years in exceptional circumstances. The Council's Staffing Committee will consider requests from the Chief Executive or a Chief Officer in respect of other employees.

## **8. REDUNDANCY PAYMENTS AND PAYMENTS ON TERMINATION**

- **Redundancy**

Where an employee is made compulsorily redundant, they will receive a redundancy payment in accordance with the State formula based on the employee's actual week's pay, plus any payment in lieu of notice where applicable and, payment for any annual leave for employees leaving the Council's employment with accrued leave which, by agreement is untaken at the date of leaving.

The Council also has a voluntary redundancy scheme in place which is applicable to all employees whose applications for voluntary redundancy are accepted as being in the interests of the Council. 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 weeks pay. This will be reviewed in August 2013. The Council reserves the right to change all discretionary elements.

When considering applications for voluntary redundancy the Council considers: -

- The need for the competency and skill set to meet current commitments
- The uniqueness of that competency and skill set in the organisation compared to the expected demand
- The likely need for that competency and skill set to meet future needs
- The likely timescale of future needs, comparing the cost of retention with the cost of VR and future re-recruitment
- The opportunity to cross skill or retrain remaining staff to fill the gap, and the cost and timescale to achieve this
- The cost of VR

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*** (Annex 3) and are in accordance with the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006.

All payments under this section are subject to the approval process set out in the ***Redundancy Policy and Procedure***.

- **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.

In all efficiency cases, employees may be considered for a off lump sum payment upon termination, based on the merits of each individual case but up to a maximum of the same amount that would be permitted under the Council's voluntary redundancy scheme.

Factors to be taken into account in awarding compensation would include:

- Overall reasonableness, including benefits to the Council tax payer by the employee leaving the Council's service.
- Direct financial savings to be incurred by the employee leaving the Council's service.
- Employee relations considerations.

Subject to requirements set out in the Policy, employees' aged 55 or above and in the LGPS with at least three months membership (or with transferred service) will also be entitled to access to their accrued LGPS pension on an unreduced basis.



In relation to pension enhancement, the Council's policy as set out above will apply to all employees aged over 55 only. 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 grounds. However, the Council has agreed to adopt the provision to enable redundant employees to purchase additional service with the non statutory part of their redundancy payment (additional redundancy payment) if employees are in receipt of such a non statutory payment.

All payments under this efficiency policy are subject to Cabinet approval.

- **Compromise Agreements**

The Council uses compromise agreements as a matter of course for all voluntary redundancies/severances and this applies to all employees, including Chief Officers. The use of standard compromise 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. .

A compromise agreement will take into account any outstanding contractual entitlement which the individual has to notice and will be in accordance with the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 regulations. The compromise agreement will also take into account:

- The individual circumstances of the departure
- Value for Money for the authority
- The age and proximity to retirement of the individual,
- The risk and value of a potential claim against the authority
- The need for a speedy departure / 'opportunity lost' cost
- Any other material factors that may be considered

The final decision and approval for any termination payment and approval for the terms of a compromise agreement in relation all employees up to Deputy Chief Officer level (as defined in this Pay Policy Statement) rests with the Chief Executive and, in cases of Chief Officers (Statutory, non Statutory and those earning over £100,000 per annum) this will be in discussion with the Leader of the Council and the Chairman of Staffing Committee.

Termination payments in addition to a payment in relation to contractual notice pay (and including any outstanding holiday pay) for the Chief Executive and the terms of any associated compromise agreement will be subject to approval by the Staffing Committee and reported to the next meeting of full Council, with an indicative sum/cost, for noting.

This will only apply where a termination payment is agreed with a Chief Executive on a consensual basis. The dismissal of a Chief Executive or a

Statutory Officer is the subject of a designated statutory process and decision by the full Council.

## **9. PUBLICATION AND ACCESS TO INFORMATION**

Upon approval by full Council, this statement will be published on the Council's Website. Additionally, information relating to senior posts (defined as posts with a full time equivalent salary of £50,000 and above) will also be published on the Council's website, in line with the CIPFA Code of Practice on Local Authority Accounting.

The following information is published as part of this:

- Salary;
- Job Title (with the exception of individuals earning over £150,000 who will be identified by name);

An organisation chart of the Council's management structure, including salary bands and details of vacant posts is also published. The current chart is attached at Annex 2 for information.

Further information about the Council's commitment to transparency can be found at the attached link.

[http://www.cheshireeast.gov.uk/council\\_and\\_democracy/council\\_information/transparency.aspx](http://www.cheshireeast.gov.uk/council_and_democracy/council_information/transparency.aspx)

## **10. PAY MULTIPLES**

The figures below exclude schools based 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 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 1<sup>st</sup> April 2012, this is £12,145 per annum, Grade 1 Spinal Column Point (SPC) 4. There are 102 employees / 32.79 FTE (excluding casuals) on this grade and SCP currently.

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 and the apprenticeship rate guidelines as follows.

There are different levels of National Minimum Wage, depending on your age and whether you are an apprentice. The current rates (from 1 October 2012) are:

- £6.19 - the main rate for placements aged 21 and over
- £4.98 - the 18-20 rate (equivalent to Spinal Column Point 3 –£ 9608)
- £3.68 - the 16-17 rate for placements above school leaving age but under 18

Apprentice Specific Pay: £2.65 - the apprentice rate, for apprentices under 19 or 19 or over and in the first year of their apprenticeship.

Additionally, there are a number of employees on other pay and conditions, as noted above, such as Craft, NHS and Soulbury employees on different pay structures, but none fall below the £12,145 FTE salary at SCP04.

The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement (section 3, Pay Structure).

The current pay levels within the Council define the multiple between the average / mean full time equivalent earnings (£21,525.15) and the highest paid Chief Officer, the Chief Executive (£140,000) as 6.50.

Additionally, the multiple between the lowest paid employee (£12,145) and average Chief Officer salary (£77,314.86) is 6.37.

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.

The Council is satisfied with its current pay multiples but 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. In addition, upon the annual review of this statement, the Council will also monitor any changes in the relevant 'pay multiples' and may benchmark against other comparable Local Authorities.

## **11. ACCOUNTABILITY AND DECISION MAKING**

In accordance with the Constitution of the Council, the following arrangements are in place in relation to the recruitment, pay, terms and conditions and severance arrangements for employees of the Council, including Chief Officers.

<p><b>Posts:</b></p> <p>Head of Paid Service</p> <p>Statutory Officers (including 151 and Monitoring Officer)</p> <p>Plus any Chief Officers with salaries over £100,000 which are currently:</p> <p>Strategic Director Places and Organisational Capacity</p> <p>Strategic Director (Children, Families and Adults)</p>	<p><b>Staffing Committee</b> oversee the arrangements for filling the vacancy, including the final selection process. Once a candidate has been selected and agreed, this is then communicated to Cabinet.</p> <p><b>Cabinet</b> then have the opportunity to put forward any material or well founded objection to the proposed appointment of the successful candidate, prior to it being recommended to Council.</p> <p>Full Council then vote on the appointment of the successful candidate, following the recommendation made by Staffing Committee.</p>
<p>Non Statutory Chief Officers and Chief Officers with salaries below £100,000</p> <p>Deputy Chief Officers</p>	<p><b>Staffing Committee</b> oversee the arrangements for filling the vacancy, including the final selection process. Once a candidate has been selected and agreed, this is then communicated to Cabinet.</p> <p><b>Cabinet</b> then have the opportunity to put forward any material or well founded objection to the proposed appointment of the successful candidate, prior to it being recommended to Council.</p> <p>Subject to no material or well founded objection being put forward, the appointment is then confirmed.</p>
<p>All other posts</p>	<p>The Chief Executive has the power to appoint all other staff but this authority is usually delegated to the relevant Director / Head of Service.</p>

The Council's Constitution sets out the fuller roles and responsibilities of these groups.

## **12. RE-EMPLOYMENT/RE-ENGAGEMENT OF EMPLOYEES IN RECEIPT OF A LOCAL GOVERNMENT PENSION (INCLUDING CHIEF OFFICERS)**

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.

## **13. RE-EMPLOYMENT/RE-ENGAGEMENT OF FORMER EMPLOYEES (INCLUDING CHIEF OFFICERS)**

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 truly exceptional circumstances and subject to the agreement of the Head of Human Resources and Organisational Development in consultation with the Leader and the relevant portfolio holder. Re-engagement includes all types of contractual relationships whether they be a contract of employment, contract of 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.

Prepared by:	HR Strategy and Policy Team
Date:	11 January 2013
Review Date:	January 2014

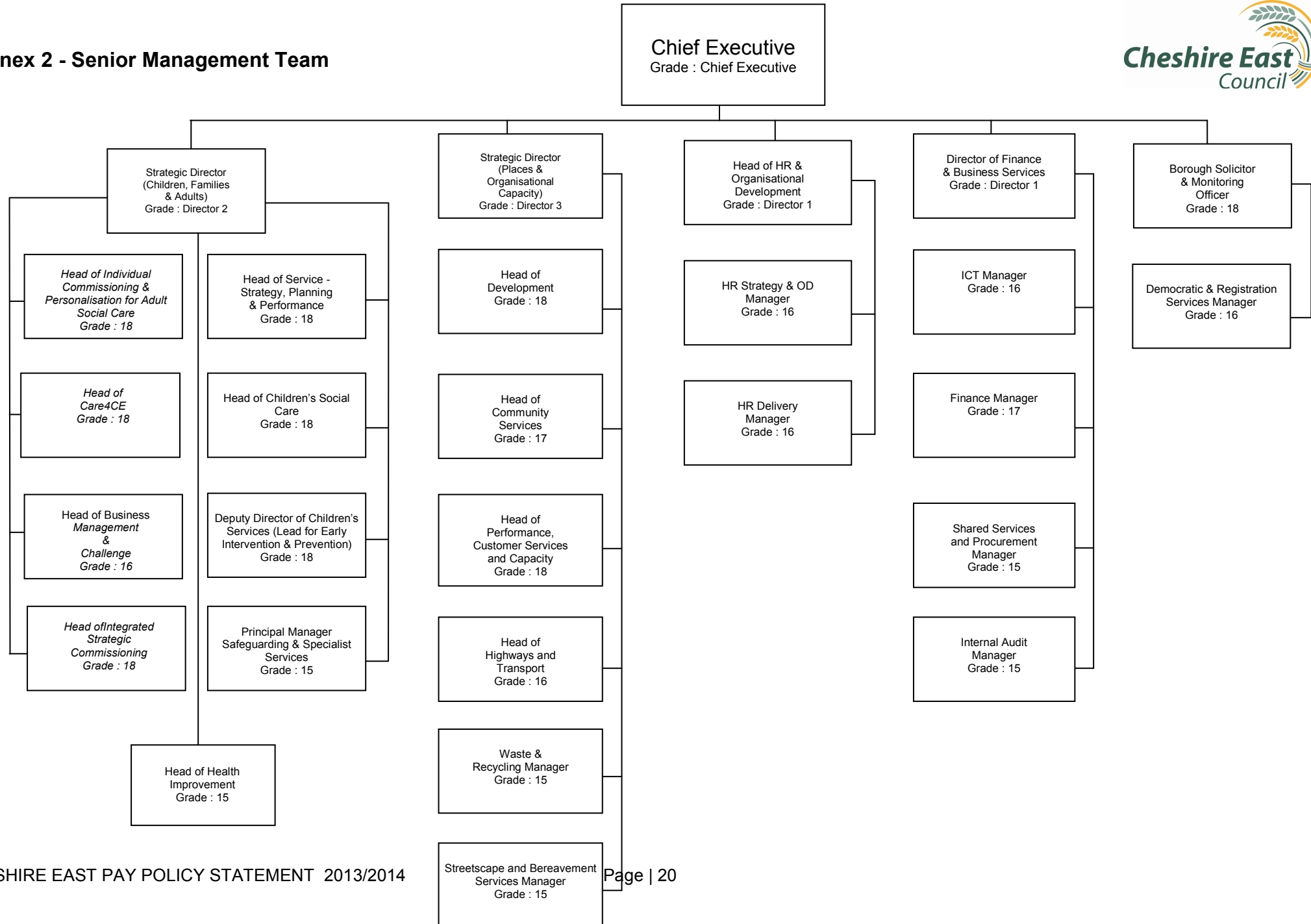
## Annex 1 – Cheshire East Pay and Grading Structure (NJC and JNC)

GRADE	SCP	SALARY			
1	4	12145	11	41	36182
	5	12312		42	37263
	6	12489		43	38342
				44	39544
2	6	12489	12	45	40741
	7	12787		46	42014
	8	13189		46	42014
	9	13589		47	43294
3	9	13589	12	48	44771
	10	13874		49	46251
	11	14733		50	47227
	12	15039		51	48200
	13	15444			
4	13	15444	JNC Chief Officers		
	14	15725	13	49	46251
	15	16054		50	47227
	16	16440		51	48200
	17	16830		52	48598
5	17	16830	14	53	49631
	18	17161		53	49631
	19	17802		54	50888
	20	18453		55	52144
	21	19126		56	53606
6	21	19126	15	57	55067
	22	19621		57	55067
	23	20198		58	56494
	24	20858		59	57924
	25	21519		60	59508
7	25	21519	16	61	61098
	26	22221		61	61098
	27	22958		62	62695
	28	23708		63	64299
	29	24646		64	66040
8	29	24646	17	65	67782
	30	25472		65	67782
	31	26276		66	69495
	32	27052		67	71212
	33	27849		68	73118
	34	28636		69	75023
9	33	27849	18	69	75023
	34	28636		70	76962
	35	29236		71	78906
	36	30011		72	81073
	37	30851		73	83240
10	37	30851			
	38	32012			
	39	33167			
	40	34501			

	41	36182
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Director 1	90320
Director 2	120000
Director 3	122000
Chief Executive	140000

## Annex 2 - Senior Management Team





### **Annex 3**

All of the relevant policies and procedures as referred to in the Pay Policy Statement can be found on the Staffing Committee Share Point site.

<http://mycheshireteams.ourcheshire.cccusers.com/sites/cecstaffcomm/default.aspx>

#### **Intranet links to the relevant policies and procedures:**

[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](#)

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## **Appendix 2 – Guidance on what must be included in a Pay Policy Statement**

A pay policy statement must set out the Authority's policies for the financial year relating to:

- The level and elements of remuneration for each Chief Officer
- Remuneration of Chief Officers on recruitment
- Increases and additions to remuneration for each Chief Officer
- The use of performance related pay for Chief Officers
- The use of bonuses for Chief Officers
- The remuneration of the lowest paid employees
- The relationship between Chief Officer's remuneration and that of other Officers.
- The approach to the payment of Chief Officers on their ceasing to hold office under or to be employed by the Authority, and
- The publication of and access to information relating to remuneration of Chief Officers.

For clarity, the term 'remuneration' includes the following:

- Basic salary or, in the case of Chief Officers engaged by the Authority under a contract for services, payments made by the Authority to the chief officers for those services
- Any bonuses payable by the authority to the Chief Officers
- Any charges, fees or allowances payable by the Authority to the Chief Officers
- Any benefits in kind to which the Chief Officers are entitled as a result of the Chief Officer's office or employment
- Any increase in or enhancement of the Chief Officer's pension entitlement where the increase or enhancement is as a result of a resolution of the Authority, and
- Any amounts payable by the Authority to the Chief Officers on the Chief Officers ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

A pay policy statement must also set the Authority's policies for the financial year relating to the other terms and conditions applying to the Chief Officers.

The policy should explain the severance payment(s) to Chief Officers as part of a decision to terminate a contract for any reason as well as the Council's approach towards the reward of employees previously employed by the authority who, on ceasing to be employed, are in receipt of a severance or redundancy payment from that authority.

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