

# STAFFING AND APPEALS COMMITTEE



**Date: Tuesday, 06 March 2018**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**15:30hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Room 128**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## AGENDA

**Open to Public and Press**

- |   |                |
|---|----------------|
| <b>1. Apologies for absence and declarations of interest</b>                          |                |
| <i>Guidance on declaring interests is available at</i>                                |                |
| <a href="http://tinyurl.com/ccc-conduct-code">http://tinyurl.com/ccc-conduct-code</a> |                |
| <b>2. Minutes - 31st October 2017</b>   | <b>3 - 4</b>   |
| <b>3. Pay Policy Statement 2018-19 and Gender Pay Gap Reporting</b>                   | <b>5 - 20</b>  |
| <b>4. National and Local Pay Negotiations Update</b>                                  | <b>21 - 22</b> |
| <b>5. New Employment Policy Update</b>  | <b>23 - 36</b> |

The Staffing and Appeals Committee comprises the following members:

Councillor Nichola Harrison Councillor Samantha Hoy Councillor Peter Hudson Councillor Bill Hunt Councillor Mac McGuire Councillor Lucy Nethsingha Councillor Josh Schumann and Councillor Joan Whitehead

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

Clerk Email: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccf-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

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**STAFFING AND APPEALS COMMITTEE - MINUTES**

**Date:** Tuesday, 31st October 2017

**Time:** 9:45a.m. –12:00p.m.

**Place:** Stanton House, Huntingdon, Cambridgeshire, PE29 6XL

**Present:** Councillors P Downes (substituting for Councillor Harrison), P Hudson (Chairman), S King (substituting for Councillor Schumann), L Nethsingha, K Reynolds (substituting for Councillor McGuire) and J Whitehead,

**Apologies:** Councillors N Harrison, M McGuire and J Schumann

**18. DECLARATIONS OF INTEREST**

Councillor Downes declared a non-statutory pecuniary interest in that he was a governor of a primary school.

**19. MINUTES – 26TH SEPTEMBER 2017**

The minutes of the meeting held on 26th September 2017 were confirmed as a correct record and signed by the Chairman.

**20. EXCLUSION OF PRESS AND PUBLIC**

It was resolved that the press and the public be excluded from the meeting on the grounds that the following item contained exempt information under Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for that information to be disclosed (information relating to any individual).

**21. PEOPLE AND COMMUNITIES – SERVICE DIRECTOR INTERVIEWS**

Members conducted an interview for the position of Service Director for Education jointly with Members from Peterborough City Council's Employment Committee. The position would be shared between the 2 Local Authorities.

It was resolved to:

Endorse the appointment of Jonathan Lewis to the agreed Joint Role of the Service Director of Education with Peterborough City Council.

Chairman



**PAY POLICY STATEMENT 2018/19 AND GENDER PAY GAP REPORTING**

*To:* Full Council

*Date:* 6 March 2018

*From:* Chief Executive

*Purpose:* The purpose of this report is to review the data due to be published on senior employee remuneration and the gender pay gap to ensure compliance with:

- The Local Government Transparency Code 2015
- Chapter 8 of the Localism Act 2011
- Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

*Recommendations:* Staffing and Appeals Committee is asked to recommend that Council agree the Pay Policy Statement 2018-19 (Appendix 1) including the pay multiple and the Gender Pay Gap Report 2018 (Appendix 3).

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
Name:	Martin Cox	Name:	Councillor Joshua Schumann
Post:	HR Director (LGSS)	Portfolio:	Chairman of the Staffing and Appeals Committee
e-mail:	MCox@northamptonshire.gov.uk	e-mail:	Joshua.Schumann@hotmail.co.uk
Tel:	01604 237879	Tel:	01223 706398

## **1.0 BACKGROUND**

- 1.1 In February 2015, the Secretary of State for Communities and Local Government issued The Local Government Transparency Code 2015. The code sets out the key principles in making local authorities more transparent and accountable to local people. The Council has been proactive in its compliance with this code.
- 1.2 In addition, under the Localism Act 2011, Local Authorities are required to prepare a Chief Officer Pay Policy Statement for each financial year. This policy statement must be approved by a resolution of the authority, i.e. full Council, and is required to be published by 31 March.
- 1.3 The Equality Act 2010 was recently updated to include new regulations on the reporting of gender pay gap. The new legislation means we are required by law to publish a number of calculations that show the difference between the average earnings of men and women in our Council; it does not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31st March 2017.

## **2.0 CURRENT POSITION**

- 2.1 In accordance with the Local Government Transparency Code 2015, we publish on the Council's website:
  - The names of employees paid £150,000 and above.
  - The post title, team, grade, salary range, (in £5000 brackets) and salary ceiling point for the top 3 tiers of the organisation, along with details of whether the appointments are permanent or temporary.
  - The post title, team, grade and salary range of employees earning £50,000 and above.
  - The 'pay multiple' – the ratio between the highest paid salary and the median salary of the authority's workforce.
  - Details of vacancies via the jobs portal.
- 2.2 There is no current data on our website about our gender pay gap, this year will be the first year we are required to publish this data on the Government portal. In addition to this, we propose to publish a summary of the data on the Council's website.

## **3.0 SENIOR OFFICER PAY DATA**

The senior manager pay data is provided in **Appendix 2**.

- 3.1 There is currently one post in the organisation that is paid more than £150,000. This is the Chief Executive Gillian Beasley with a salary for 2018/2019 of £173,596. This post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary.
- 3.2 There are 25 posts in Tier 1 to 3 of the organisation (excluding posts paid below £50,000).
- 3.2 There are currently 83 officers earning £50,000 or above (in addition to employees in Tier 1 to 3). This compares to 90 officers that were earning

£50,000 or above in 2017/2018. There are 5 posts, in addition to the Chief Executive, that are shared with Peterborough City Council. Costs are shared on a 50/50 basis.

- 3.3 The current mean salary for the organisation is £26,762 this compares to a mean salary of £25,683 in 2017/2018.
- 3.4 The ratio of the Chief Executive's full salary to the median salary in the organisation is 1:7 based on a median salary of £24,964. The ratio in the previous year was also 1:7. The Fair Pay Review 2010 recommended that the pay ratio should be not more than 1:20. The Council falls well within this range.

#### **4.0 CHIEF OFFICER PAY POLICY STATEMENT**

A copy of the Chief Officer Pay Policy Statement is provided in **Appendix 1**.

- 4.1 The Chief Officer Pay Policy Statement has been updated to reflect changes in job titles and responsibilities.

#### **5.0 GENDER PAY GAP REPORT**

A copy of the Gender Pay Gap Report is provided in **Appendix 3**.

- 5.1 Gender pay reporting is used to assess the levels of gender equality in the workplace and the balance of male and female employees at different levels of the Council.
- 5.2 It can be seen from the data that the Council's mean gender pay gap is 13% against a national public sector picture of 17.7%.
- 5.3 The Council's median gender pay gap is 18% against a national public sector median pay gap of 19.4%.
- 5.4 The Council's gender pay gap varies across the pay quartiles with female employees earning, on average, lower than males in the higher quartiles but more than males in the lower quartiles.

<b>Source Documents</b>	<b>Location</b>
The Local Government Transparency Code 2015	Martin Cox HR Director, LGSS Cambridgeshire County Council Box No: OCT 1106 Shire Hall Cambridge CB3 0AP  MCox@Northamptonshire.gov.uk
Chief Officer Pay Policy Statement	
Gender Pay Gap Report	





# **Appendix 1**

## **Chief Officer Pay Policy Statement – 2018/2019**

**Effective from 1st April 2018**

### **1. Introduction**

Cambridgeshire County Council is committed to operating consistent, transparent and equitable pay arrangements for employees and are committed to ensuring equal pay in employment.

This Chief Officer Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 ("the Act") and was agreed by full Council on 20<sup>th</sup> March 2018. The Chief Officer Pay Policy applies to all Statutory and Non-Statutory Chief Officers, (including Deputies), of Cambridgeshire County Council.

In accordance with the Government's Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes information on all employees earning £50,000 or above.

### **2. Scope**

This Statement details the pay policy and practice in relation to all Statutory and Non-Statutory Chief Officers, (including Deputies) as defined under our constitution.

### **3. Basic Pay Determination**

The pay grade and the terms and conditions that are applied to each post are determined through the process of HAY job evaluation. This is an analytical scheme, which measures the relative size of jobs across the organisation. The key principles underlying our application of job evaluation are:

- Consistently applied across the authority to ensure fairness.
- Applied by appropriately trained and experienced employees.
- Quality assured to ensure that standards are maintained.
- Open and transparent and accessible for employees and their representatives.
- Considers the relative size of jobs and not the postholders or pay grades.
- Wholly dependent on job role, function and accountability.

### **4. Chief Officer Pay (Corporate Leadership Team)**

#### **Pay Scale**

The pay scale for the Corporate Leadership Team is available on our website.

#### **Staffing and Appeals Committee**

The Staffing and Appeals Committee determines, on behalf of full Council, application of the pay policy regarding the remuneration of Statutory and Non Statutory Chief Officers (including Deputies), of the organisation. The Staffing and Appeals Committee comprises 11 members of the Council.

When determining application of the pay policy, the Committee is advised by the Head of Paid Service and LGSS HR Director (or his/her nominees). The Committee may, having

sought the advice of the above, choose to be advised by an external independent advisor as appropriate.

### Pay Award

There is no automatic cost of living increase. The Chief Executive, in consultation with the Staffing and Appeals Committee determines the level of increase if any, to be applied to the published pay rates for Chief Officers, by reference to our performance against Key Measurable Targets and overall affordability given the prevailing budget decision. In addition, the national award is used as a benchmark for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee.

### Flexibility for Non-Consolidated Payments

The Staffing and Appeals Committee has the flexibility to award one off non-consolidated performance awards. These are applied in exceptional circumstances only, where individuals have performed above and beyond their job role. Again this will be dependent on clear performance criteria and evidenced outcomes as well as affordability.

Any non-consolidated performance award will be a one-off temporary award for a maximum of one year and based on the development points within each Director Pay grade boundaries and will not exceed the "Absolute Ceiling" of these pay and grade boundaries.

### Individual Salary Progression

There is no automatic progression through the development points. Personal development in role may be recognised by the award of discretionary consolidated pay movements each year, in accordance with the locally agreed step values, through the pay/development points.

Application of individual development points will be determined each year by the Chief Executive, taking into consideration the individual's performance, as evidenced by the Performance Appraisal and Development Programme (PADP) rating and overall affordability given our prevailing budget position.

Awards may be considered only on completion of Personal Development Plans and where contribution and competence have been suitably evidenced and assessed via the appraisal scheme. Progression will not go beyond the "Absolute Ceiling" set for each grade.

### Acting Up / Partial Acting Up and Honorarium Payments

Where an officer is required to Act-Up into a higher level Chief Officer/Deputy Chief Officer post he/she will normally be remunerated at the bottom of the higher graded post's development point range.

The decision to Act an officer up into a Chief Officer/Deputy Chief Officer post will be within the remit of the Staffing and Appeals Committee. Where a Chief Officer/Deputy Chief Officer is required to take on temporary additional responsibilities the Staffing and Appeals Committee may consider awarding an honorarium payment based on the difference of his/her current salary and the additional partial role he/she is required to carry out. There will be no flexibility to award above the "Absolute Ceiling" for the role.

Any honorarium payments made to the Chief Executive will be subject to Full Council approval as would any payment made to the Returning Officer. In election years, full Council will be asked to agree any payment to be made to the Returning Officer at the same time as agreeing the Pay Policy.

### Market Supplement Payments

Where a business case is put forward to pay a Market supplements, this will be presented to the Staffing and Appeals Committee advised by the HR Director (or his/her nominees) and Chief Executive for consideration. Any Market supplement would be based on a detailed business case that demonstrates some or all of the following:

- Evidence of unsuccessful recruitment campaigns
- Evidence of comparable roles paid at higher levels in benchmark authorities
- Significant evidence of higher than normal turn over/attrition rates

- Significant business continuity/service delivery risks

Any Market premium rate would be temporary for a maximum period of 12 months. Market premiums would be made only in exceptional circumstances and subject to affordability.

Any proposed Market premiums payments made to the Chief Executive would be subject to the above and Full Council approval.

## **5. Pay Equity – The Pay Multiple**

The Council monitors the relationship between the remuneration of its Chief Officers and Deputies and the remuneration of its lowest paid employees.

The Council will define its 'lowest paid employees' as those paid on spinal column point 6 (SCP 6) of the National Joint Council (NJC) pay spine for Local Government Services employees.

The rate of pay applied to employees on SCP 6 is currently £15,014.

The current ratio of the Chief Executive's full salary to the median salary in the organisation is 1:7 based on a median salary of £24,964.

The Fair Pay Review 2010 recommended that the pay ratio should not be more than 1:20 - the Council falls well within this range.

## **6. Termination of Employment**

On ceasing to be employed by the Council, employees will be paid contractual payments due under their contract of employment. Our Redundancy Policy details the conditions under which redundancy payments can be made. We calculate redundancy payments based on an individual's actual pay, length of continuous service and age.

## **7. Review**

This pay policy statement will be reviewed annually and recommended to Full Council for approval. We may by resolution of the Full Council, amend this Pay Policy Statement during the course of the year to which it relates.



<b>Position Name</b>	<b>Employment Term</b>	<b>Bottom of the Pay Scale</b>	<b>Top of the Pay Scale</b>	<b>Employees current salary range (in £5,000 increments unless over £150,000)</b>	<b>Notes</b>
Principal Child and Family Social Worker	Permanent	47,350	52,400	50,000 - 54,999	
Deputy Head of Internal Audit	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
Head of Service 0-19 Place Planning and Organisation Service	Permanent	67,300	74,500	65,000 - 69,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,000	
Assistant Principal Educational Psychologist	Permanent	35,731	52,903	55,000 - 59,000	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Head of Service Early Years	Permanent	67,300	74,500	65,000 - 69,999	
Assistant Director Adults and Safeguarding	Permanent	92,474	103,699	95,000 - 99,999	
Group Manager	Permanent	47,350	52,400	50,000 - 54,999	
Education ICT Manager	Permanent	56,600	62,600	55,000 - 59,000	
Manager PSHE	Permanent	47,350	52,400	50,000 - 54,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,000	
SEND Manager SEMH	Permanent	47,350	52,400	50,000 - 54,999	
Head of Mental Health	Permanent	67,300	74,500	70,000 - 74,999	
CID Service Manager	Permanent	56,600	62,600	55,000 - 59,000	
Head of IT Services in Norwich	Permanent	84,051	95,277	90,000 - 94,999	Part of LGSS Shared Service
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,000	
Adult Safeguarding and Social Work Practice Manager	Permanent	56,600	62,600	55,000 - 59,000	
Adults and Children's Manager	Permanent	56,600	62,600	60,000 - 64,999	
Assistant Director Housing Communities and Youth	Permanent	92,474	103,699	95,000 - 99,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Head of Operations	Permanent	56,665	69,168	65,000 - 69,999	
Area Senior Adviser	Permanent	56,600	62,600	55,000 - 59,999	
CID Service Manager	Permanent	56,600	62,600	55,000 - 59,000	
Head of Cambridgeshire Music	Permanent	47,350	52,400	50,000 - 54,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Head of LGSS Business Planning and Finance	Permanent	67,300	74,500	70,000 - 74,999	Part of LGSS Shared Service
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,000	
Head of Adult Learning & Skills	Permanent	56,600	62,600	60,000 - 64,999	
Service Manager	Permanent	47,350	52,400	50,000 - 54,999	
Strategic Finance Manager	Permanent	56,600	62,600	60,000 - 64,999	Part of LGSS Shared Service
Area Senior Adviser	Permanent	56,600	62,600	55,000 - 59,999	
Head of Youth Offending Service	Permanent	56,600	62,600	55,000 - 59,000	
Lead Service Manager Integration and Practice	Permanent	56,600	62,600	55,000 - 59,000	
Head of Service Safeguarding North	Permanent	67,300	74,500	65,000 - 69,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Lead Social Care Manager	Permanent	56,600	62,600	55,000 - 59,000	
Head of Service Countywide and LAC	Permanent	67,300	74,500	70,000 - 74,999	
Group Asset Manager	Permanent	56,600	62,600	55,000 - 59,999	
Head of Service Operations	Permanent	67,300	74,500	70,000 - 74,999	
Area Manager Rural	Permanent	47,350	52,400	50,000 - 54,999	
Senior Adviser Curriculum Teaching and Leadership	Permanent	56,600	62,600	55,000 - 59,000	
Head of HR Advisory Services East	Permanent	67,300	74,500	65,000 - 69,999	Part of LGSS Shared Service
Specialist Clinician	Permanent	35,731	52,903	50,000 - 54,999	
Education Adviser	Permanent	56,600	62,600	55,000 - 59,000	
Senior Adviser Quality Assurance Team	Permanent	56,600	62,600	55,000 - 59,000	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,000	
Education ICT Professional Services Manager	Permanent	47,350	52,400	50,000 - 54,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Head of Adults DTOC Performance	Permanent	67,300	74,500	70,000 - 74,999	

Locum Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,000	
Head of Service SEND	Permanent	67,300	74,500	65,000 - 69,999	
Primary Adviser	Permanent	56,600	62,600	55,000 - 59,999	
NtG CREDS Manager	Permanent	56,600	62,600	55,000 - 59,000	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Head of Service Early Help South	Permanent	67,300	74,500	65,000 - 69,999	
Head of Catering and Cleaning Service	Fixed Term	56,600	62,600	55,000 - 59,000	
Head of Service Schools Intervention	Permanent	67,300	74,500	70,000 - 74,999	
Strategic Finance Business Partner	Permanent	56,600	62,600	55,000 - 59,000	Part of LGSS Shared Service
Assistant Director Children	Permanent	92,474	103,699	90,000 - 94,999	
Oracle ERP Manager	Permanent	47,350	52,400	50,000 - 54,999	Part of LGSS Shared Service
Partnerships and Developing Practice Officer	Permanent	47,350	52,400	50,000 - 54,999	
Head of IT Strategy Architecture Development	Permanent	84,051	95,277	85,000 - 89,999	Part of LGSS Shared Service
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
District Manager Safeguarding	Permanent	47,350	52,400	50,000 - 54,999	
Education Adviser	Permanent	47,350	52,400	50,000 - 54,999	
Head of Service Early Help North	Permanent	67,300	74,500	65,000 - 69,999	
Educational Psychologist	Permanent	35,731	52,903	50,000 - 54,999	
Senior Educational Psychologist ASC, SLCN	Permanent	35,731	52,903	50,000 - 54,999	
Education Capital Strategy Manager	Permanent	47,350	52,400	50,000 - 54,999	
Head of Service Safeguarding South	Permanent	67,300	74,500	65,000 - 69,999	
Strategic Finance Manager	Permanent	56,600	62,600	55,000 - 59,000	Part of LGSS Shared Service
County Alternative Education Manager	Permanent	47,350	52,400	50,000 - 54,999	
Chief Finance Section 151 Officer	Permanent	67,300	74,500	70,000 - 74,999	Part of LGSS Shared Service
County Inclusion Manager	Permanent	47,350	52,400	50,000 - 54,999	
Facilities Manager	Permanent	47,350	52,400	50,000 - 54,999	
Improvement Adviser	Permanent	49,199	55,600	55,000 - 59,999	
Head of Virtual School	Permanent	54,250	62,863	60,000 - 64,999	
Manager Sensory Support Team 0-25 years	Permanent	49,199	54,250	50,000 - 54,999	
Head of Pilgrim PRU	Permanent	46,799	54,250	50,000 - 54,999	
<b>Employees paid over 50K in Tier 1-3 of the organisation</b>					
Chief Executive	Permanent	156,075	190,759	Actual salary 173,596	The cost of this post is shared with Peterborough City Council
Executive Director, Place and Economy	Permanent	123,271	145,697	130,000-134,999	
Director of People and Communities	Permanent	129,567	158,360	140,000 - 144,999	The cost of this post is shared with Peterborough City Council
Director of Customer Service and Transformation	Permanent	92,474	103,699	95,000 - 99,999	
Director of Public Health	Permanent	76,761	103,490	90,000 - 94,999	The cost of this post is shared with Peterborough City Council
Deputy Chief Executive and Chief Finance Officer	Permanent	115,986	132,800	125,000 - 129,999	
Programme Director Connecting Cambridgeshire	Permanent	67,300	74,500	70,000 - 74,999	
Service Director for Strategy and Development	Permanent	92,474	103,699	95,000 - 99,999	
Service Director Adults and Safeguarding	Permanent	115,986	132,800	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Service Director Community and Safety	Permanent	105,897	129,430	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Service Director Childrens and Safeguarding	Permanent	105,897	129,430	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Service Director Commissioning	Permanent	115,986	132,800	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Director of Education	Permanent	115,986	132,800	115,000 - 119,999	The cost of this post is shared with Peterborough City Council
Head of Business Intelligence	Permanent	67,300	74,500	65,000 - 69,999	
Head of Communications and Information	Permanent	67,300	74,500	65,000 - 69,999	
Head of IT & Digital Service	Permanent	67,300	74,500	65,000 - 69,999	
Assistant Director Public Health Intelligence	Permanent	47,092	58,217	55,000 - 59,000	
Consultant Public Health	Permanent	76,761	103,490	85,000 - 89,999	
Consultant Public Health	Fixed Term	76,761	103,490	85,000 - 89,999	
Consultant Public Health	Permanent	76,761	103,490	80,000 - 84,999	
Consultant Public Health	Permanent	76,761	103,490	85,000 - 89,999	

Consultant Public Health	Fixed	76,761	103,490	95,000 - 99,999	
Consultant Public Health	Permanent	76,761	103,490	80,000 - 84,999	
Head of Finance	Permanent	67,300	74,500	65,000 - 69,999	Part of LGSS Shared Service
Head of Transformation	Permanent	67,300	74,500	70,000 - 74,999	





Tier	Post	Bottom of Scale	Top of scale	Employees current salary range (in £5,000 increments unless over £150,000)	Employment term	Notes
<b>Tier 1</b>	Chief Executive	156,075	190,759	Actual salary 173,596	Permenant	The cost of this post is shared with Peterborough City Council
<b>Tier 2</b>	Executive Director, Place and Economy	123,271	145,697	130,000-134,999	Permenant	
	Director of People and Communities	129,567	158,360	140,000 - 144,999	Permenant	The cost of this post is shared with Peterborough City Council
	Director of Customer Service and Transformation	92,474	103,699	95,000 - 99,999	Permenant	
	Director of Public Health	76,761	103,490	90,000 - 94,999	Permenant	The cost of this post is shared with Peterborough City Council
	Deputy Chief Executive and Chief Finance Officer	115,986	132,800	125,000 - 129,999	Permenant	
<b>Tier 3</b>	Programme Director Connecting Cambridgeshire	67,300	74,500	70,000 - 74,999	Permenant	
	Service Director for Strategy and Development	92,474	103,699	95,000 - 99,999	Permenant	
	Service Director Adults and Safeguarding	115,986	132,800	115,000 - 119,999	Permenant	The cost of this post is shared with Peterborough City Council
	Service Director Community and Safety	105,897	129,430	115,000 - 119,1000	Permenant	The cost of this post is shared with Peterborough City Council
	Service Director Childrens and Safeguarding	105,897	129,430	115,000 - 119,1001	Permenant	The cost of this post is shared with Peterborough City Council
	Service Director Commissioning	115,986	132,800	115,000 - 119,999	Permenant	The cost of this post is shared with Peterborough City Council
	Director of Education	115,986	132,800	115,000 - 119,999	Permenant	The cost of this post is shared with Peterborough City Council
	Head of Business Intelligence	67,300	74,500	65,000 - 69,999	Permenant	
	Head of Communications and Information	67,300	74,500	65,000 - 69,999	Permenant	
	Head of IT & Digital Service	67,300	74,500	65,000 - 69,999	Permenant	
	Assistant Director Public Health Intelligence	47,092	58,217	55,000 - 59,999	Permenant	
	Consultant Public Health	76,761	103,490	80,000 - 84,999	Permenant	
	Consultant Public Health	76,761	103,490	85,000 - 89,000	Permenant	
	Consultant Public Health	76,761	103,490	85,000 - 89,000	Permenant	
	Consultant Public Health	76,761	103,490	80,000 - 84,999	Permenant	
	Consultant Public Health	76,761	103,490	95,000 - 99,999	Permenant	
	Consultant Public Health	76,761	103,490	85,000 - 69,999	Permenant	
	Head of Finance	67,300	74,500	65,000 - 79,999	Permenant	Part of LGSS Shared Service
	Head of Transformation	67,300	74,500	70,000 - 74,999	Permenant	



## Gender Pay Gap Report **in Draft**

Published March 2018

Cambridgeshire County Council is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out calculations that show the difference between the average earnings of men and women in our Council; it does not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31<sup>st</sup> March 2017.

We are required to publish the results on a government gender pay gap [website](#), and in addition it is advisable to publish the high level results on the Cambridgeshire County Council website alongside our pay and transparency data.

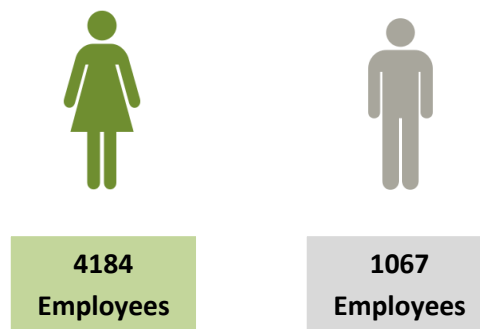
Gender pay reporting is used to assess:

- the levels of gender equality in the workplace
- the balance of male and female employees at different levels

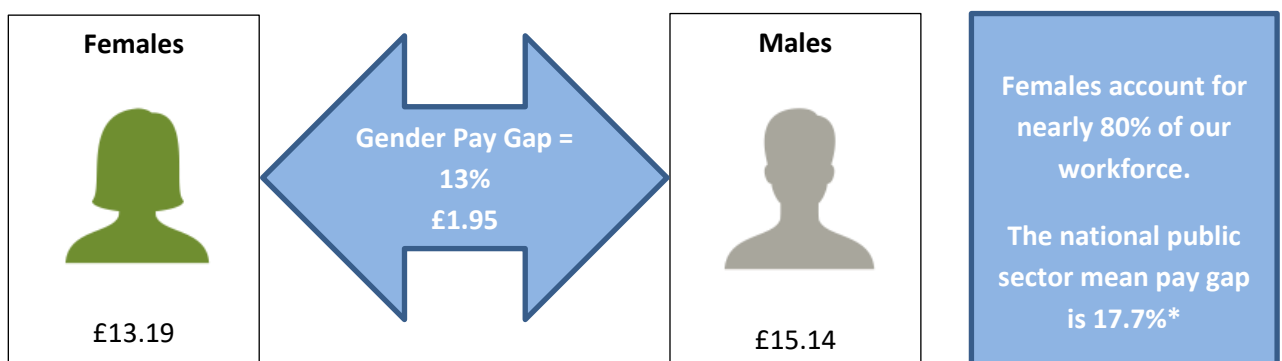
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With over 5000 employees, we are one of the biggest employers in the County with a diverse workforce to be proud of. We are committed to equality within our workforce and our flexibility, working practices and wide range of roles ensure that we encourage and support employees to come to work for us, and develop their long-term career to stay with us.

### Our Workforce Profile

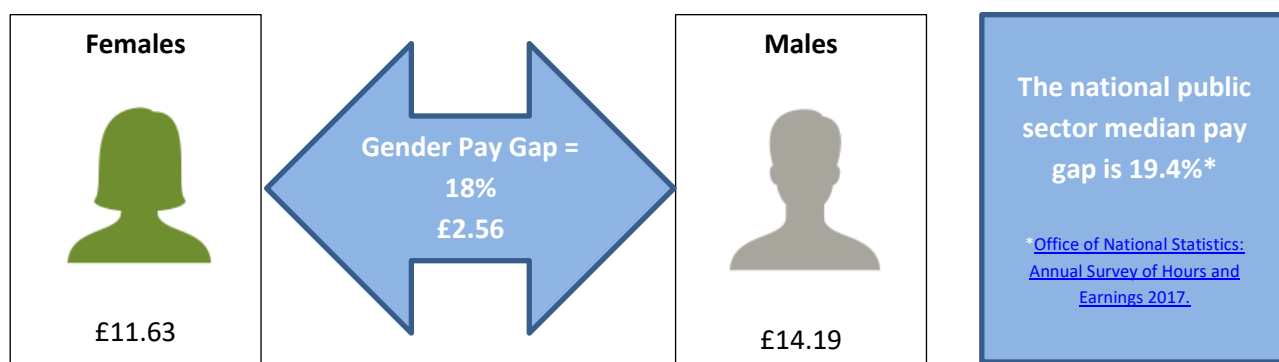
On 31<sup>st</sup> March 2017 we had 5249 employees, of which 80% were female, and 20% male.



### Mean Gender Pay Gap in Hourly Pay: average hourly rate of pay and percentage difference



## Median Gender Pay Gap in Hourly Pay: middle hourly rate of pay and percentage difference



Cambridgeshire County Council's mean and median gender pay gaps are below the national public sector figures.

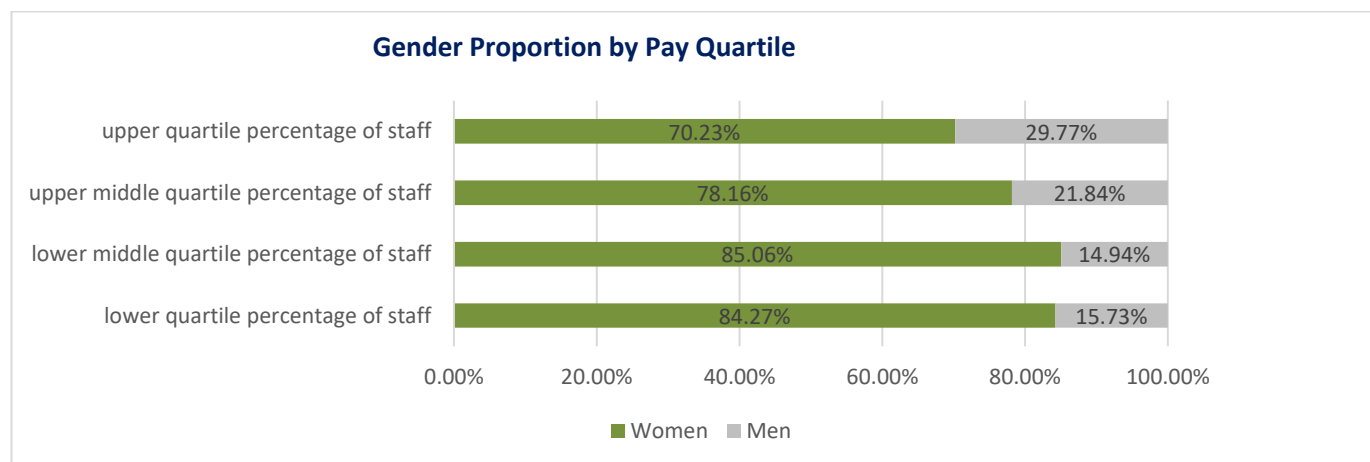
Further analysis shows that a high proportion of our frontline employees are females. 96% of our front line care roles, and 90% of our catering and cleaning roles are being carried out by females. The evaluated pay rate for these roles tend to be in the lower quartiles and this has a big influence on our overall figures.

## Mean, Median and Proportion of Males and Females Receiving a Bonus Payment

Cambridgeshire County Council does not operate a bonus payment scheme so has, no bonus payment pay gap.

## Proportion of Males and Females in Each Pay Quartile

The graph below outlines the gender split by pay quartile. The lower quartile range relates to hourly rates of up to £8.88. The lower middle quartile is hourly rates of £8.89 - £12.00. The upper middle quartile is hourly rates of £12.01 – £16.83. The upper quartile relates to hourly rates of £16.84 and above.



Further analysis of the data demonstrates that females are fairly evenly spread across the pay quartiles, whereas males are more highly represented in the upper two quartiles. This distribution explains the higher median hourly rate for males.

## Next Steps

The challenge in our Council, as it is nationally, is to eliminate any gender pay gap. The Chief Executive has in February commissioned a full review of the drivers, decisions, assumptions and policies that will impact the pay gap and SMT will consider in the coming months actions and options to meet this challenge.

**NATIONAL AND LOCAL PAY NEGOTIATIONS UPDATE**

*To:* **Staffing and Appeals Committee**

*Date:* **6th March 2018**

*From:* **Martin Cox, HR Director**

*Purpose:* **To update Committee on the National Local Government Pay offer.**

*Recommendation:* **The Committee is asked to note national and local pay negotiations update.**

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
Name:	Martin Cox	Name:	Councillor Joshua Schumann
Post:	HR Director, LGSS.	Portfolio:	Chairman of Staffing and Appeals Committee
e-mail:	mcox@northamptonshire.gov.uk	e-mail:	Joshua.Schumann@hotmail.co.uk
Tel:	07921 092743	Tel:	01223 706398

## **1.0 Background**

- 1.1 Cambridgeshire County Council's pay grades 1 – S02 are part of the NJC nationally agreed local government pay rates. The National Employers for Local Government Services are currently in negotiations with Trades Unions on a proposed two year pay deal.

## **2.0 The Pay Offer**

- 2.1 National Employers Representatives made a 2 year offer on 5th December, which included a new pay proposal for the lowest paid resulting in an uplift of 2 per cent on 1 April 2018 for the majority of NJC employees, and a further 2 per cent on 1 April 2019, with those on lower salaries receiving higher increases. The offer also includes the introduction of a new national pay spine on 1 April 2019. A further update from the National Employers has confirmed that Trades Unions have decided to ballot members, and the results of this ballot will be known in mid-March. Different Trade Unions are advising their members differently, but it is important at this stage to note they decided to ballot on the offer.
- 2.2 We recognise how important our employees are to the services we provide to Cambridgeshire, but we also have to consider the cost implications this would bring. Should this pay offer be agreed, the Council would have to fund this within its existing resources. In Business Planning to date, the Council has budgeted on the current employer offer for NJC staff for 2018/19.
- 2.3 Once the national pay offer has been agreed, further pay modelling will need to take place to budget for the 2019/20 increases. As well as the percentage uplift, the proposed pay offer makes changes to the bottom of the pay spine, resulting in us potentially having to carry out a review of the pay grade breaks and combining some of the lower grades.
- 2.4 The Professional and Management Grades in Cambridgeshire County Council are not part of the national pay negotiations and therefore a local decision needs to take place in relation to the pay offer for this group of staff. Consideration of the national negotiations will be made when looking at options.

<b>Source Documents</b>	<b>Location</b>
National Employers Representatives Offer – 5 December 2017	Martin Cox HR Director, LGSS Cambridgeshire County Council Box No: OCT 1106 Shire Hall Cambridge CB3 0AP  MCox@Northamptonshire.gov.uk

**NEW EMPLOYMENT POLICY UPDATE**

*To:* **Staffing and Appeals Committee**

*Date:* **6th March 2018**

*From:* **Martin Cox, HR Director**

*Purpose:* **To update the Committee on key employment policy reviews and developments planned for 2018.**

*Recommendation:* **Staffing and Appeals Committee is asked to note the update on key employment policy reviews and developments planned for 2018.**

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
Name:	Martin Cox	Name:	Councillor Joshua Schumann
Post:	HR Director, LGSS.	Portfolio:	Chairman of Staffing and Appeals Committee
e-mail:	mcox@northamptonshire.gov.uk	e-mail:	Joshua.Schumann@hotmail.co.uk
Tel:	07921 092743	Tel:	01223 706398

## **1.0 Background**

- 1.1 As an employer the Council regularly review key employment policies and pro-actively seeks feedback from managers and employees on which opportunities will improve the workplace.
- 1.2 The Chief Executive has recently led an engagement and review of how we deal with workplace respect, bullying and harassment and LGSS HR and Policy teams have reviewed the existing Grievance Policy as part of ongoing project to enable improved employee relations.
- 1.3 As a result both of these areas will now have a significant shift in focus which is intended to lead to more effective outcomes. Strategic Management Team (SMT) have agreed these policies for launch in March after consultation with our recognised trade unions.

## **2.0 Resolving Workplace Concerns**

- 2.1 The Grievance Procedure has been reviewed to refocus its aim to resolve workplace concerns quickly and effectively, and focus on a culture of resolution and less on formal conflict management. The policy is also now called *Resolving Workplace Concerns*, which covers the following:
  - Enables and makes managers responsible for employee concerns
  - Encourages resolution - quickly and fairly.
  - Allows managers to focus on early resolution to prevent escalation of issues, removing layers of process.
  - Uses an approach and language that moves away from the negative *raising a grievance* to *resolving workplace concerns* which is more positive and solution focussed.
- 2.2 This procedure provides a structured way to deal with concerns, and aims to address them promptly and effectively, rather than allowing matters to escalate unnecessarily. HR will be supporting the implementation of this policy and also start to work with managers on the skills and behaviour development that is important for this approach to work.

## **3.0 Respect in the Workplace**

- 3.1 The existing Bullying and Harassment Policy has been reviewed to focus on ensuring we have an improved culture of mutual respect in the workplace.
- 3.2 Key Drivers for this review were:
  - Engaging and listening to individuals who have had personal experiences.
  - Low number of cases suggests people are not raising concerns.
  - Employee Survey results, where a specific question was asked.
  - Firm commitment from our Chief Executive to change the culture.
  - Representations from the trade unions.



3.3 The new approach and policy was:

- Developed with employee involvement from a series of focus groups.
- Is more accessible/less intimidating for people to use.
- Has a greater focus on positive, early and informal resolution.
- Encourages all employees to speak up if they witness poor behaviour.

3.4 A key component of the new policy is the following commitments;

**As an employee of Cambridgeshire County Council:**

- I will behave professionally, and treat others with dignity and respect at all times.
- I will be open to feedback from others, and open-minded in my responses.
- I will nurture a culture that is free from discrimination.
- I am willing to raise concerns, and to challenge any inappropriate or discriminatory behaviour that I see.

**In addition, as a manager:**

- I will lead by example.
- I will model expected standards of behaviour.
- I will deal promptly with issues that are raised.

3.5 Briefing sessions for all Heads' of Service management teams are being arranged for March, and a series of briefings open to all staff across the County will be rolled out in April, led by members of SMT.

#### **4.0 Review & Monitoring**

4.1 The new policies are included in Appendices 1 & 2.

4.2 The implementation of both will be regularly monitored and feedback taken on the changes and if the intended improvements are achieved.

Source Documents	Location
Grievance Policy  Bullying and Harassment Policy	Martin Cox HR Director, LGSS Cambridgeshire County Council Box No: OCT 1106 Shire Hall Cambridge CB3 0AP  MCox@Northamptonshire.gov.uk



**Appendix 1****Resolving Workplace Concerns****1. Introduction**

We recognise from time to time our employees may have concerns at work. This procedure provides a structured way to deal with those concerns, and aims to address them promptly and effectively.

**2. Scope**

Employees should use this Procedure to raise work related issues that are affecting them directly.

This procedure does not apply to:

- issues that are covered by another policy e.g. an appeals process, appraisal rating disagreements, redundancy decisions etc.
- matters that are subject to collective consultation, for example where people are being consulted as a group in relation to organisational change or changes to terms and conditions.
- day to day management issues
- disagreements with Council policy

Concerns related to bullying or harassment should be raised under the Bullying and Harassment/Dignity at Work Policy.

Where a group of people have the same issue they may choose to raise a collective concern, and the group should nominate a spokesperson to take a lead in resolving the issue.

**3. Mediation**

Mediation can assist in resolving an issue and can be used at any stage of this procedure. Mediation is undertaken voluntarily with both parties agreeing to participate and is particularly effective where there are issues with a working relationship. A trained mediator will facilitate discussions and guide the participants to reach an agreed way forward. The mediator will generally be an independent member of the HR Advisory team who has had no prior involvement with the case.

Mediation can be successful where both the parties are genuinely willing to engage with the process and are open to examining their respective positions. This procedure will be put on hold to allow mediation to take place. If mediation is not successful this procedure can be re-commenced.

**4. Raising a workplace concern – Manager Resolution Meeting**

To try and resolve issues quickly, employees should raise any concerns directly with their line manager. This should be done as soon as possible and normally within 2 months of an issue arising (or within 2 months of the most recent incident if a complaint relates to a series of incidents). This ensures that the concern is considered whilst relevant information is still fresh in people's minds, and aims to prevent situations from escalating unnecessarily. The manager will arrange a meeting to discuss their

concerns. This meeting should take place as quickly as possible and should focus on understanding what the concern is and how it can be resolved.

It is crucial that the employee is specific in stating the outcome they wish to achieve as a result of this procedure.

Where an issue relates to an employee's line manager they should approach the next level of management. The line manager must inform HR Advisory of any issues raised under this procedure. HR will help support the manager in preparing for the meeting, but will not attend.

Employees requiring support to prepare for the meeting can discuss matters with their trade union representative. However the representative will not attend the meeting.

Further confidential and impartial support for all parties is also available via the Council's Employee Assistance Programme which is available free of charge 24 hours a day, 365 days per year by calling 0800 030 5182.

The manager will confirm the outcome of this meeting and any agreed actions by email or letter as soon as possible following the discussion, and advise them of their right of appeal.

## **5. Resolution Appeal Meeting**

If an employee is not satisfied with the outcome of the meeting with their line manager they can raise the issue in writing using the Resolving Workplace Concerns Appeal Form. If the appeal is raised by email/letter it should be made clear that they are doing so under this procedure.

The employee must also be clear on why they believe the issue was not resolved at the original meeting. The written appeal must be based on one or more of the following grounds:

- The manager has not followed the procedure
- Options for resolution have not been fully explored
- The outcome was not proportionate to the original issue raised
- There is new or different information that could lead to a different resolution
- Actions that were agreed by the line manager during the original meeting have not been fully undertaken.

The form should be submitted to the person with whom they originally raised the matter.

The Resolution Appeal Meeting will be conducted by a different manager from the one who held the original meeting. This will normally be the next level of manager, however where this is not possible, appropriate guidance should be sought from HR Advisory.

Wherever possible, the Resolution Appeal Meeting will be arranged by the manager within 7 calendar days of the receipt of a written concern. The manager will send a written invitation to the meeting (by letter or email), advising them of their right to be accompanied by a trade union representative or work colleague. At least 3 working days before the meeting, the employee should inform the line manager if they are being accompanied or represented at the meeting.

In preparation for the Resolution Appeal Meeting, the line manager may need to check the information provided by the employee and clarify anything that is unclear. The employee will be provided with copies of any documents that will be referred to during the meeting.

The manager will be advised at this meeting by a representative from HR. Notes will be made that record key points and actions agreed (the manager will arrange for a note taker to be present).

At the meeting the manager will:

- Ask the employee to explain the nature of their concern and why they believe their concern was not satisfactorily addressed at the original meeting
- Invite all parties to ask questions

What happens next will depend on the nature of the issue the complexity and how discussions have progressed.

Concern can be resolved	Additional information needed
<ul style="list-style-type: none"><li>• Discuss how to move forward</li><li>• Seek employee's views on what follow up/corrective action and possible preventative measures are required</li></ul>	<ul style="list-style-type: none"><li>• The manager adjourns the meeting to allow time to seek additional information.</li><li>• The meeting is reconvened. Timescales will depend on what enquiries are needed.</li></ul>

The manager will write to the employee within 7 calendar days of the meeting/reconvened meeting. The letter records the outcome of the appeal meeting and confirms any actions that were agreed. The letter will confirm that this outcome is final and that the internal processes is now closed.

We reserve the right not to proceed to a Resolution Appeal Meeting if an issue would be more appropriately dealt with under another procedure, or it is deemed from the original meeting that the issue raised is sufficiently minor in nature or is a complaint without substance.

#### **6. Interaction with other procedures/counterclaims**

This procedure should not be used to raise a counterclaim against the the application of another procedure (e.g. Disciplinary Procedure or Improving Performance Procedure). Any such concerns should be considered as part of the procedure being applied, not this procedure.

Where concerns raised lead to a disciplinary investigation against another employee, the person who raised the issue will normally be expected to act as a witness in the disciplinary investigation.

#### **7. Malicious allegations**

Employees who use this procedure to raise malicious allegations may be subject to disciplinary action. A malicious allegation may be defined as follows;

- The process has shown the issue raised to be without foundation, is vexacious or as a means of frustrating another process.
- Providing deliberately misleading or incorrect information.

## **8. Sickness absence**

Employees who raise a concern and are subsequently off sick must understand that we will not wait indefinitely to address the issue. Efforts to address the matter may proceed in the person's absence and be based on the information available to us at that time.

## **9. Leavers**

Where an employee raises a concern just before leaving the Council, wherever possible we will apply this procedure in full. Where this is not possible in the time available the approach taken will be adapted to ensure we give reasonable consideration to the issue before the person leaves our employment. Issues that have been highlighted will be addressed even if they are no longer in employment where the concerns raised may have implications for other employees.

## **10. Concerns raised against another employee**

The manager handling the issue will inform an employee that a complaint has been made against them and outline the key points of the concern. The manager will normally meet with the person named in the complaint to get their version of events. The employee making the complaint will not normally attend that meeting. Following the meeting the person named in the complaint will be informed of the outcome and any agreed follow up actions. Where disciplinary action is subsequently taken against an employee named in a complaint the person who raised the issue will be informed that disciplinary action is being taken; however it will not be appropriate to give details of the disciplinary case or the disciplinary action taken. It may be appropriate for those involved to undertake mediation to repair their working relationship.

## **11. Monitoring**

This procedure and its application will be reviewed periodically to ensure it is effectively addressing work place issues in a timely and satisfactory manner. We retain the discretion to review it at any time subject to relevant consultation.

## **11. Further information**

Employees with questions about this policy should speak to their Line Manager. Managers who need further information on how to apply this policy should contact HR Advisory.

## Respect at Work Policy

### **Appendix 2**

We all have a part to play in establishing and maintaining a culture of respect at all levels of our organisation. This policy defines the behaviour that is expected from everyone, and sets out how to resolve any issues that arise, promptly and constructively.

#### **Respect at Work Pledge**

As an employee of Cambridgeshire County Council:

- I will behave professionally, and treat others with dignity and respect at all times.
- I will be open to feedback from others, and open-minded in my responses.
- I will nurture a culture that is free from discrimination.
- I am willing to raise concerns, and to challenge any inappropriate or discriminatory behaviour that I see.

As a manager:

- I will lead by example
- I will model expected standards of behaviour
- I will deal promptly with issues that are brought to my attention.

### **DEFINITION OF UNACCEPTABLE BEHAVIOURS**

Unacceptable behaviour in the workplace is commonly referred to as bullying or harassment. It can be described as unwanted behaviour that makes someone feel intimidated, fearful, degraded, humiliated or offended. It is not always obvious or apparent to others, nor will it always be intentional as people can sometimes be oblivious to the effect they have had on others.

It may occur between two individuals or involve groups of people. It may be persistent or, in some extreme cases, could be an isolated incident. It can take various forms and can occur in different guises, such as face to face, in written and electronic communications, by phone or text message. This type of behaviour is often associated with an abuse of power, however it can also occur between colleagues working at a similar, or a more junior level.

Actions outside of work can also be considered unacceptable behaviour. This includes sending unacceptable messages via by phone, text or email or posting inappropriate content about an employee on the internet or any form of social media.

The Equality Act defines harassment as unwanted conduct related to one of the following characteristics - age, disability, gender reassignment, marriage/civil partnership, pregnancy and maternity, race, religion or belief, gender, sexual orientation or an association with a person who has any of these characteristics. Treating a person less favourably due to these characteristics is unlawful.

Behaviour perceived as bullying or harassment can have a significant impact on our mental and physical health. It negatively impacts on team morale and productivity and has a detrimental impact on service delivery. For these reasons, as a Council we will not tolerate this behaviour in our workplace.



Some examples of expected and unacceptable behaviour are given below. This list is not exhaustive.

Expected behaviour	Unacceptable behaviour
Deal with colleagues in a respectful and professional manner at all times. Respect people's dignity, personal boundaries and belongings.	Violent or inappropriate physical contact, intimidation or damaging/stealing belongings.
Communicate in a respectful way, taking extra care when delivering challenging messages, and being mindful and respectful of other people's cultures and beliefs.	Abusive or inappropriate language, mocking, ridiculing or humiliating, spreading rumours/gossip or making threats.
As managers, address employment matters promptly and professionally and manage performance in a consistent and constructive way.	Unacceptable behaviour includes deliberately withholding/falsifying information, sabotaging work, marginalising someone, persistent criticism not commensurate with performance. Singling out someone for trivial/unpleasant tasks.

#### **WHAT TO DO IF YOU ARE EXPERIENCING UNACCEPTABLE BEHAVIOUR.**

We know that in most cases raising matters early is more likely to lead to a positive outcome and you are therefore encouraged to speak up and act on concerns as they may arise.

**We recognise the importance of being able to talk to someone directly.** We have therefore identified a group of people who will be known as Respect@Work Contacts who are people trained to provide confidential information to those who feel that they are experiencing unreasonable behaviour in the workplace, have witnessed any such unreasonable behaviour, or who have been accused of it.

Respect@Work contacts are members of the HR Advisory Team and their role is to:

- Talk through the Respect at Work Policy in person.
- Give suggestions on how to initiate an informal discussion.
- Help the person to consider how to approach the other party and express their concerns clearly.
- Signpost the support that is available.

In most circumstances we hope that employees feel able to raise matters informally in the first instance. This will give people the chance to understand what impact they have had, and to put matters right. Where the matter is very serious, the Respect@Work contact will be able to advise on how to access the formal resolution stage directly and explain the process that will be followed. They can give guidance on what is required to prepare a formal complaint. Their role is impartial, so they cannot give legal advice, provide ongoing emotional/practical support, attend meetings to represent an employee, or write letters on their behalf.

Employees who would like to talk confidentially to a Respect@Work contact should call the HR Team on 01223 699666 and provide their name and contact details. Calls and messages will be picked up by a member of the HR Advisory Team who will put the employee in touch with an appropriate person who

will call or email the employee within 48 hours to arrange an appointment or telephone discussion. These discussions will not be documented, and will be in total confidence.

Trade Unions - Employees who are members of a trade union can discuss their concerns with their trade union representative.

Employee Assistance Programme - All employees can use the Employee Assistance Programme to access unlimited practical and emotional support. A free confidential helpline is available 24 hours a day, which can be reached by calling 0800 030 5182. You can also have up to 6 session of structured telephone counselling or face-to-face counselling which can be requested using the same telephone number.

#### Witnessing Unacceptable Behaviour

If you witness a person being subjected to inappropriate behaviour you should raise your concerns with a Respect@Work contact who will give you information on the appropriate manager to direct your concerns to. The Respect@Work contact can also talk to you about how to raise your concerns and support you to do this. We all have a responsibility to our colleagues to raise unacceptable behaviour and not overlook it.

There are two resolution stages to the Respect at Work Policy, and these are set out below:

<b>Informal discussion</b>
<p>We want people to feel able to raise issues informally in the first instance. Anyone who feels that they have experienced unacceptable behaviour should usually raise it with the other party informally at the earliest opportunity. You should give specific examples of the unwanted behaviour, and explain how this has made you feel, and what you would like to see change.</p> <p>In most cases it is better to have a face to face discussion with the other party, but you could write to them by letter or email if you are uncomfortable talking to them directly. The aim is for you to make it clear how their behaviour has affected you, and for you to agree a constructive way of working together in the future. An informal discussion can be particularly useful in cases where the other party is genuinely not aware of the effect of their behaviour. In many cases this direct and honest dialogue is enough to resolve an issue.</p> <p>In some cases people find it difficult to approach the other party. If this is the case you should speak to a Respect@Work contact who will advise you and can help facilitate a positive discussion between both parties, acting in a neutral capacity. This will be a confidential discussion between those present only. The main issues and agreed outcomes will be recorded.</p>
<b>Formal Resolution Stage</b>
<p>The formal resolution stage will usually be applied when either;</p> <ul style="list-style-type: none"><li>• an informal discussion has not resolved the issue (e.g. the other party denies behaving inappropriately or does not change his or her behaviour), or</li><li>• the alleged behaviour is so serious that it warrants moving straight to a formal investigation (e.g. physical violence, serious or persistent bullying).</li></ul> <p>You should raise this with your Line Manager (either orally or in writing) outlining the alleged behaviour and its impact on you. If the Line Manager is the person that the allegations are centred on then you should raise the issue with their Line Manager, or if you feel that you cannot do this for any reason then you approach a Respect@Work contact.</p>

<p>An appropriately skilled manager from outside of the service (referred to as the Independent Manager) will be identified to carry out the investigation, supported by an HR Advisor. Where a situation involves a group of employees the independent manager will speak to each of the people involved.</p> <p>Every effort will be made to complete the investigation as soon as possible after an issue has been raised.</p>	
<p><b>Outcome of the investigation</b></p>	
<p>The Independent Manager will meet with both parties separately to outline the findings of the investigation and to advise what action will be taken going forward. S/he will then write to both parties to confirm the outcome and any actions or follow up agreed. Where an investigation involves a group of people the Independent Manager will address the behaviour of each individual separately.</p>	
<p><b>Evidence of inappropriate behaviour</b></p>	<p>If the investigation finds that the perceived offender has behaved inappropriately, the Independent Manager will consider, in discussion with HR, whether to refer it to a disciplinary hearing. Information gathered throughout the investigation will be used as part of a disciplinary hearing.</p>
<p><b>No evidence of inappropriate behaviour</b></p>	<p>If no evidence is found of inappropriate conduct the Independent Manager will explain this finding and the rationale for coming to this conclusion.</p>
<p><b>Inappropriate conduct requiring action short of disciplinary</b></p>	<p>If evidence of inappropriate conduct is found where the behaviour needs to change but disciplinary action is not considered to be appropriate, the Independent Manager will issue a Management Instruction setting out any expectations about anything that needs to change. This will be monitored by their line manager going forward to ensure that the issue does not recur. Any further incidences of inappropriate behaviour are likely to lead to disciplinary action.</p>
<p><b>Failure to commit to change of behaviour</b></p>	<p>If the individual will not agree or commit to a change of behaviour then this will automatically be taken forward under the Disciplinary Procedure.</p>
<p>In all cases the Independent Manager will discuss and agree actions to move forwards, which may include arranging for mediation to help restore the working relationship. The investigation may also have highlighted training needs for one or both parties. In this case a training plan will be put in place to support the employee(s) to obtain the skills that they need.</p>	

## Mediation

Mediation can be very effective when dealing with incidents of bullying and harassment. Mediation is undertaken voluntarily with both parties agreeing to participate. It is particularly useful where there are issues with a working relationship. A trained mediator will facilitate discussions and guide the participants to reach an agreed way forward e.g. to agree more productive and appropriate ways of working together in the future. Mediation can only be successful where both parties are genuinely willing to engage with the process. Either party may suggest that mediation is undertaken at any stage in the process. Where both parties agree to engage in mediation they should contact HR Advisory to arrange this.

## Appeal

The employee has a right to appeal the outcome of the formal investigation within 10 working days of receiving the outcome in writing. The purpose of the appeal is to determine whether the formal

resolution stage was followed correctly, and whether the outcome was reasonable in all of the circumstances.

The appeal must be made in writing and be addressed to the Head of HR Advisory, who will appoint an appropriate person to conduct the appeal meeting. The appeal will usually be heard by a Director from another Directorate. The Director will be supported by a member of the HR Advisory Team. The appeal must clearly state the grounds for the appeal.

Both parties may be represented by a Trade Union Representative in the appeal meeting. The decision of the appeal is final.

### **Links to other policies**

Managers have a responsibility to address issues consistently and fairly by applying the appropriate procedure e.g. the Disciplinary Procedure or the Improving Performance Procedure. You may have concerns about how another procedure is being applied. These types of concerns will generally be considered as part of the procedure being applied.

However there may be situations where you consider that another procedure is being applied to you in a targeted or inconsistent way e.g. the Disciplinary Procedure/Improving Performance Procedure is not being applied consistently to other employees in your team behaving or performing in a similar way.

You should raise your concerns with the Investigating Manager (for disciplinary issues) or Lead Manager (for performance issues). This manager will seek advice from the Head of HR Advisory or their HR Business Partner. The manager will determine whether it would be appropriate to address concerns via the procedure being applied. Alternatively a decision may be taken to suspend a procedure and address concerns via the Respect at Work Policy.

### **Monitoring**

We will use our employee survey and other sources of employee feedback to monitor whether employees in our organisation are experiencing unacceptable behaviour, bullying or harassment. We will monitor the number of informal and formal cases that occur (where they are reported to HR), and their outcomes which will be reported annually to SMT and the Staffing and Appeals Committee. We will use monitoring data to identify any areas where unacceptable behaviour is more prevalent and to take appropriate action to address this.

Effective March 2018