**EMPLOYEE CONSULTATIVE COMMITTEE**

**TERMS OF REFERENCE**

**Scope**

The Growth Company (GC) is committed to effective, regular communication and information sharing with colleagues. We believe that good collaboration between colleagues, managers SLT and SMT, will help achieve the organisation’s strategic priorities and support a positive and inclusive working environment.

**Aims/ Objectives**

The Employee Consultative Committee (ECC) will:

* Be one of the channels available for colleague voice through two-way exchange of information, ideas, views and to support GC in its ambition to be an employer of choice.
* Proactively promote and support colleague engagement, effective internal communications, two-way feedback with the Senior Management Team.
* Act as a local consultative body for information and consultation on initiatives which may need input from colleagues across the group or at a local level within Business Units.
* Work alongside the EDI networks to foster an inclusive organisational culture for our existing and potential colleagues, where everyone feels valued and empowered.
* Support colleagues who are being managed within a formal process e.g. Restructure/ Tupe/ Disciplinary or Grievance etc.

Some matters will be for information purposes, and some will be for consultation. The table below outlines further details.

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| **What is the scope for consultation** |
| Strategic: This will incorporate inclusion in strategic and business planning, contributing towards company priorities, identifying issues and opportunities for the group, and GC’s comms and engagement strategy. |
| Ways of working: This will include matters affecting or impacting on day to day working including GC policies/processes, facilities, environmental and technological matters; matters to improve effective collaborative working across the business and other representative groups. |
| Working conditions: Working conditions can include physical and mental wellbeing; health and Safety; equality Diversity and Inclusion and Social Values; training and Development. |
| Pay and Benefits: The captures all matters relating to pay and benefits, whether new or existing. (inc Pension arrangements) |
| Strategic workforce planning: This includes all matters relating to GC activity that may impact the current workforce e.g. a contract ending may result in the need for collective consultation on restructure proposals, supporting the business to analyse future needs, providing solutions to aid the business to achieve priorities. |

**ECC in Practice**

SMT to ECC Consultation process

ECC to SMT Consultation process

Business Unit Local SMT/SLT Meetings – Business units to arrange an agenda item for ECC lead rep to attend

(Scope – Ways of Working, Working conditions, business planning for local BU specific items. Held once a quarter). ECC Leads will need to meet with Local Reps beforehand)

Corporate Strategy Delivery Planning

Review Annual Context: Issues and Opportunities Paper ahead of Board Paper (Scope: Strategic Consultation with SMT – Once annually)

Sharing the DRAFT Business Plan in sync of Board

(Scope: Strategic Consultation with SMT - Held once annually)

MD and Lead

(Scope: To pre meet to set the agenda

Held quarterly ahead of Business unit SMT)

Corporate Service SMT Meetings – Corporate Services to arrange an agenda item for ECC lead rep

(Scope: Ways of working & working conditions for matters affecting one or more corporate services teams or group wide before escalation to SMT – Held Once a quarter)

Annual Pay Award before Board Approval in Final Business Plan

(Scope: Pay and Benefits Consultation with CFO – Held once annually)

Workforce Changes - Restructures

(Scope: Strategic Workforce Planning - Consultations held by Business Units impacted – Will be conducted when required

ECC Lead Meeting with HRD and HR Colleagues – To capture common themes arising from Local BU, Corp Servs and EDI meetings. To make a recommendation whether decision needs to be referred to Corporate Services or SMT for decision.

(Scope: Group Ways of Working and working conditions. Held once a quarter in SMT Strategic OD Meeting)

SMT Discussions/Decisions including OD & Strategic SMT

(Scope: Ways of Working and Working conditions – To be captured and consulted with ECC leads as where required).

ECC lead representatives to have an annual meeting with the CEO at the time of Business Planning. (This can be joint or separate meeting with EDI Leads)

Scope: Any Matters arising. Held annually.

**Governance and Membership**

The SMT lead for the Employee Consultative Committee is the Director of HR and OD.

The ECC Group will be accountable to the senior management team (SMT) for reporting and consulting with all colleagues on matters arising within business units or at group level.

There will be one ECC Lead for each business unit as outlined in annex 1. Each ECC group will comprise of business unit ECC representatives across a programme/ team or on a geographical basis, manager representative(s) and one lead representative per Business Unit as elected by the business unit reps.

* Business Services, Business Finance
* CFA (GC Insights to join in April 24)
* Corporate Services
* Education and Skills
* Employment
* Marketing Manchester/ MIDAS

A Senior Management Team member, HR or other managers or colleagues, can attend lead or business unit meetings, dependent on the matters being discussed or to make presentations to the ECC. The agenda will determine attendance.

# Election of representatives

All ECC representatives including leads are appointed through an election process which is contained within Business Units.

All ECC representatives, including leads, will serve a minimum of one year’s term or a maximum of three years (when group wide elections will take place).

Election of Business Unit representatives will be conducted by the lead representative and ECC representatives will be elected by their colleagues. Where there is no lead in place, HR will conduct the elections.

Elections for the lead representative will be conducted by HR, and the leads will be elected by their business unit and manager representatives.

Anyone stepping down from their ECC role before the 3-year term, should inform the Lead representative and HR, giving at least one month notice.

**Role of the Business Unit ECC representatives**

To fairly and objectively represent and share constructive feedback on matters arising within their business units, even where this may conflict with their own personal feelings or beliefs. This will be achieved by:

* Ensuring that all colleagues have a voice in the organisation, and these are escalated to the Lead representatives in a proactive manner.
* Facilitating and enabling the consultation processes at local business areas on matters identified in the terms of reference.
* Establishing two-way communication between colleagues and GC’s leadership on relevant people and OD initiatives by seeking to consider multiple perspectives.
* Attending meetings – showing commitment and leadership within their role.
* Supporting colleagues who are within a process e.g. Restructure/ Tupe/ Disciplinary or Grievance etc.

**Role of the Manager representatives**

To fairly and objectively represent and share constructive feedback on matters arising across the managers they represent within the business units, even where this may conflict with their own personal feelings or beliefs. This will be achieved by:

* Ensuring that all managers have a voice in the organisation, and these are escalated to the Lead representatives in a proactive manner.
* Facilitating and enabling the consultation processes at local business areas on matters identified in the terms of reference.
* Establishing two-way communication between managers and GC’s leadership on relevant people and OD initiatives by seeking to consider multiple perspectives.
* Attending meetings – showing commitment and leadership within their role.
* Supporting peers who are within a process e.g. Restructure/ Tupe/ Disciplinary or Grievance etc.

**Role of the ECC Lead representatives**

In addition to the duties outlined in the role of the business unit representative, the lead has accountability for:

* Consulting with colleagues through their Business Unit representatives, to ensure they can provide their views and opinions on matters affecting them.
* Providing regular updates on issues and opportunities arising within their business units or at Group level through the lead meetings, in conjunction with other representatives, SMT and HR.
* Identifying any additional action required and empowering other representatives to proactively gather further information where required.
* Contributing to any group wide matters that will be taken to the Corporate Services SMT.
* Identifying business items as part of the information and consultation process and escalating these through the appropriate channels.
* Collaborating with other Lead representatives and other colleague representative groups where appropriate, to ensure business cases are represented accurately.
* Chairing business area ECC meetings.
* Contribution to the ECC agenda/ note taking/ action log updates.

**Training**

Each ECC lead and business area representative will undertake training as part of their role. The aim of the training will

* Enable effective and meaningful consultation and discussion between representatives and SMT.
* Provide an understanding of the aims and goals of the ECC in GC.
* Enable representatives to identify what items should be raised through the ECC, as well as those that are individual matters or should be raised through other mechanisms.
* Enable the representative to understand how to put forward a business case when submitting proposals for change.
* Provide knowledge of how to support colleagues during formal consultation processes e.g. restructures, change management etc.
* Collaborate with other representative groups where required.
* Provide an understanding of the business planning, which will include some training around financial planning.
* Understand the employee life cycle and gain knowledge of the benefits to colleagues.

**Facility time**

Each ECC Lead will receive one day per month to undertake their role.

Business unit and manager representatives will receive one day per quarter.

Colleagues who undertake the role of a representative or ECC lead, will have this responsibility reflected within their objectives.

**The agenda**

The agenda will be made up of items brought forward from colleagues and from the business, relating to items as outlined in the table on page one.

Leads are responsible for gathering items from colleagues and updating the agenda/ action logs at least one week before the lead meeting with any agenda items. This enables arrangements to be made for others to attend meetings/ gather any relevant information, where required, in advance of the meeting.

All items will be discussed at the lead meetings, following which the leads will take local matters to individual business unit SMTs. Any group wide matters will be submitted to Corporate Services SMT.

The lead has responsibility for updating the action log with any actions arising relating to the items they have brought for discussion/ consultation. All leads will have editing access and all business unit representatives will have viewing access of the log.

The action log will aid formation of the agenda for business unit ECC meetings.

**Review**

The Group will review its performance, membership and terms of reference at least annually.

Any colleague wishing to make an amendment to the representative group must put this forward as an agenda item through their representative to be fully discussed at an ECC meeting.

**Annex one**

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| **Meeting** | **Who attends** | **Frequency** | **Who arranges** | **What is discussed** |
| **Business Unit ECC** | ECC Lead rep  All business unit reps and manager rep | Quarterly (after the Lead and Business unit SMT meetings have taken place) | Lead rep | To inform/ discuss or consult upon items raised from the business during the lead meeting.  To update the reps on items previously taken to ECC where feedback has been provided at the lead meeting.  To discuss any feedback received from business SMT on local matters raised.  Update on any other meetings which have taken place. |
| **Lead ECC meeting** | All Leads, HR representative,  Others as required | Quarterly | HR | To discuss items arising from the business, as well as items arising from colleagues.  To determine the items for Corporate Services and those for business unit SMT  To provide feedback on any previous items submitted to SMT from ECCs. |
| **MD/ Lead meeting** | MD and lead | Quarterly in advance of the Business unit SMT | PA | To plan the agenda for ECC items going to SMT |
| **Business Unit SMT** | ECC Leads | Quarterly | PA | To discuss Local matters arising including, business planning, changes to workforce structures/ contracts/ TUPEs/ Contracts. |
| **Corporate services SMT** | ECC Lead rep (Corp Services)  Corporate services SMT  HR representative | Quarterly | PA | To discuss Group wide ECC suggestions/escalation of initiatives/proposed changes  To discuss local Corp Services Employee matters |
| **OD SMT** | ALL SMT  OD Lead/Policy and Development and Communication Spec | Monthly but matters discussed quarterly | EA | To discuss Group wide ECC suggestions/escalation of initiatives/proposed changes  Business decisions that will require information/discussion/consultation with the ECCs discussed and actioned |
| **CEO** | CEO/ Director of HR and OD/ Leads | Once per annum | HR | Current items and matters arising across business areas. |
| **Other meetings (e.g. Issues and Opportunities)** | Leads/ Locals as required | As and when | Varies | Business planning, priorities etc. |