



15 March 2021

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 23 March 2021 via Microsoft Teams, commencing at 7.00 pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors: L Fletcher  
J C Goold  
M Hannah (Chair)  
L A Lally  
P Lally  
H Land  
P J Owen

J M Owen  
R S Robinson (Vice-Chair)  
P D Simpson  
C M Tideswell  
D K Watts  
R D Willimott

## A G E N D A

1. APOLOGIES

To receive any apologies and notification of substitutes.

2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES

(Pages 1 - 2)

To approve the minutes of the previous meeting held on 1 December 2020.

#### 4. REFERENCES

##### 4.1 Local Joint Consultative Committee

(Pages 3 - 10)

25 February 2021

##### Acting Up and Honoraria Policy

It was proposed by Councillor M Radulovic MBE and seconded by Councillor D Grindell that the recommendation be amended to “the Chief Executive, in conjunction with the Leader of the Council and HR can make a one off payment for exceptional work where there is no opportunity to progress through the pay increments with a minimum of £4 per day, dating back to the start of the second wave of the COVID-19 pandemic. On being put to the meeting, the motion was passed unanimously.

**RECOMMENDED to Personnel Committee that amendments to the Acting Up and Honoraria Policy be approved and that the Chief Executive, in conjunction with the Leader of the Council and HR can make a one off payment for exceptional work where there is no opportunity to progress through the pay increments with a minimum of £4 per day, dating back to the start of the second wave of the COVID-19 pandemic.**

##### 4.2 Local Joint Consultative Committee

(Pages 11 - 16)

25 February 2021

##### Care Leavers Interview Scheme

The Consultative Committee considered the introduction of the Care Leaver’s Interview Scheme, including suggestions that the Unions could offer support, there be a focus on apprenticeships and that there be partnership working with the Job Centre.

**RECOMMENDED, unanimously, to the Personnel Committee that the introduction of a Care Leavers Interview Scheme be approved.**

#### 4.3 Local Joint Consultative Committee

(Pages 17 - 26)

25 February 2021  
Neurodiversity Policy

The proposed introduction of a Neurodiversity Policy was discussed, including a minor amendment to the wording. Consideration was given to the importance of training on neurodiversity for all staff, so that awareness could be raised.

It was noted that the Council was one of the first to propose such a policy, the aim of which was to offer assistance to and remove stigma from colleagues identified as neurodiverse.

**RECOMMENDED unanimously to the Personnel Committee the introduction of a neurodiversity policy, with minor amendments, be approved.**

#### 5. SALARY SACRIFICE CAR LEASE SCHEME

(Pages 27 - 54)

To consider the introduction of a new employee salary sacrifice car lease scheme.

#### 6. SUCCESSION PLANNING FRAMEWORK

(Pages 55 - 62)

To advise Committee of the introduction of a framework to assist in the process of Succession Planning.

#### 7. NOTING REPORTS

The following reports are to be noted

- Workforce Profile
- Disability Confident Status
- Mental Health Update
- Organisational Development Strategy
- Threats of Suicide

#### 8. WORK PROGRAMME

(Pages 63 - 64)

To consider items for inclusion in the Work Programme for future meetings.

9. EXCLUSION OF PUBLIC AND PRESS

**The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Schedule 12A of the Act.**

10. EARLY RETIREMENT (Pages 65 - 66)

11. RESTRUCTURE (Pages 67 - 92)

12. FINANCE SERVICES - ESTABLISHMENT CHANGE (Pages 93 - 98)



## PERSONNEL COMMITTEE

TUESDAY, 1 DECEMBER 2020

Present: Councillor R Robinson, Vice-Chair

Councillors: D A Elliott  
L Fletcher  
J C Goold  
L A Lally  
P Lally  
H Land  
P J Owen  
J M Owen  
P D Simpson  
C M Tideswell  
D K Watts  
R D Willimott

An apology for absence was received from Councillor M Hannah.

### 11 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 12 MINUTES

The minutes of the meeting held on 29 September 2020 were confirmed as a correct record.

### 13 REFERENCES

#### 13.1 LOCAL JOINT CONSULTATIVE COMMITTEE

The Committee considered the Veterans Interview Scheme.

**RESOLVED that the Veterans Interview Scheme, with the inclusion of military families, be approved with a follow up report on progress made to be reported in 6 months.**

### 14 MINIMISING THE EFFECTS OF COVID -19 ON STAFF MENTAL HEALTH AND WELLBEING

The Committee noted the actions being taken to support the mental health and the wellbeing of staff during the COVID-.19 pandemic.

15 PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - HUMAN RESOURCES

The Committee was updated on the progress against outcome targets identified in the Resources Business Plan, linked to Corporate Plan priorities and objectives.

16 WORK PROGRAMME

The Committee consider the Work Programme.

**RESOLVED** that the Work Programme with the inclusion of a Suicide Prevention Update, Care Leavers Interview Scheme, Talent Recruitment Update and Equalities Work Group Update, be approved.

17 EXCLUSION OF PUBLIC AND PRESS

**RESOLVED** that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Schedule 12A of the Act.

18 HOUSING RESTRUCTURE

**RESOLVED** that:

1. The new structure and creation of associated new posts be approved.
2. The deletion of the posts identified within the report be approved.

19 CAPITAL WORKS STAFFING

**RESOLVED** that the reinstatement of the second Modernisations Assistant post be approved, with the subsequent transfer of the current apprentice into that post, and to the changes to the establishment.

## Report of the Chief Executive

### **ACTING UP AND HONORARIA POLICY**

#### 1. Purpose of report

To consider amendments to the Acting Up and Honoraria Policy.

#### 2. Detail

The Acting Up and Honoraria Policy was last reviewed in 2016, and as a result of a request from the Trade Unions, has now been reviewed.

A number of employees who have acted up into more senior roles have been always paid the bottom of the higher grade. This has resulted in some employees only receiving 0.67p per day for acting up into a higher graded post, including the full responsibilities of the post – e.g. responsibility for a Council vehicle. The above example is the difference between a Gardener and a Gardening Team Leader. The same principle applies to Street Cleansing employees who are required to assist with Refuse Driving responsibilities. Some employees have done this for a number of years and are still paid the bottom of the higher grade, rather than progressing through the increments each year to the top of the grade. The amendments to the policy seek to remedy this by giving Heads of Service and Directors discretion to pay above the bottom of the grade, where appropriate and on a case by case basis.

The amendment may encourage more employees to diversify and upgrade their skills to assist in other areas where needed, particularly in the light of the current, ongoing pandemic. Rewarding employees for undertaking acting up will encourage our employees to continue to go the extra mile, knowing that the additional work and responsibility will be recognised in an appropriate financial recompense, and give Managers more scope to fill skills gaps for the future by using existing employees rather than have to use Agency Workers for the higher paid roles.

**Pandemic Response** - A minimum payment of £4 a day/£20 day should be paid, backdated to the start of the second national lockdown – in conjunction with agreement with the Leader of the Council and HR.

#### **Recommendation**

**The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee amendments to the Acting Up and Honoraria Policy.**

#### Background papers

Nil

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## **ACTING UP AND HONORARIA**

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## **ACTING UP AND HONORARIA**

### **1. General Principles**

In circumstances where an employee is called upon at the request of a Head of Service (HoS) (or above) to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least 15 working days/three working weeks, they are entitled to receive payment in accordance with the grading of the post temporarily occupied as if they had been promoted to that post. Payment would normally be based on the minimum point of the higher graded post's scale, however, Heads of Service/Directors in conjunction with HR, may review the circumstances on a case by case basis and use a higher spinal column point if appropriate.

Employees who are required to cover other sections e.g. Street Cleansing covering Refuse Driving, should progress the increments annually rather than maintain the extra payment based on the bottom of the grade. This will be based on the length of time the employee has acted up for.

Honoraria or acting up payments may be in the form of a temporary upgrading or a lump sum payment at the end of the period of cover. Whilst a temporary upgrading is applicable from the first day of cover, it would not normally be effective until the 15 days/three working weeks' period is satisfied. Honoraria or acting up payments do not apply during normal periods of annual leave or where an employee is required as part of their duties to deputise or act on behalf of a supervisor/manager in their absence, for example at meetings or for short term sickness absence. It may apply to sickness absence where the cover provided meets the 15 days/three working weeks qualifying period.

Where some, but not all, of the duties and responsibilities are being undertaken, the level of payment will be proportionate to the percentage of higher graded work undertaken. This must then be calculated by Human Resources in consultation with the relevant HoS.

The Chief Executive in consultation with the Leader of Council and HR can make a one-off payment for exceptional work where there is no opportunity to accelerate an employee through the increments.

**Pandemic Response** - A minimum payment of £4 a day/£20 day should be paid, backdated to the start of the second national lockdown – in conjunction with agreement with the Leader of the Council and HR.

### **2. Exemption to the 15 Days/Three Weeks Rule**

Where a post holder is 'taken off' their normal duties to provide cover in another distinct work area or department due to a specific and/or urgent service delivery requirement, they may be entitled to receive the

appropriate rate of pay for the work being undertaken without the 15 day/three week period needing to be met. In these circumstances the employee being temporarily transferred would not normally be able to carry out any of their substantive role. An example of this would be street cleansing operatives temporarily undertaking roles within the refuse team. Wherever possible, the HoS should have previously notified Human Resources of those employees within their department(s) who are fully trained and able to undertake other specified job roles if required at short notice.

### **3. Temporary Project/Development Opportunity**

Where an employee undertakes a new project on a temporary basis (longer than 15 days/three working weeks) but it is not going to be a permanent feature of the job (e.g. a development opportunity), and this is not something that exists as a duty of any other higher graded post, an honoraria may be payable where the addition of the new temporary duties, combined with the post holder's substantive job, would result in an increase in grade when the principles of the GLPC Job Evaluation scheme factors are applied. In these circumstances, HR would calculate the relevant rate which is appropriate to the level of temporary duties being undertaken. The HoS must advise HR of the temporary change in duties prior to the work being undertaken.

### **4. Role of Head of Service**

The relevant HoS is responsible for determining the validity of any honoraria or acting up payment which must then be calculated by HR through application of the GLPC JE scheme factors. Once the duties and appropriate levels have been identified this will be referred to GMT and once approved, HR will then confirm in writing the honoraria payment to the employee(s).

### **5. Equality Impact Assessments**

HR will be responsible for undertaking an equality impact assessment of all honorarium payments on an annual basis to ensure that they are applied fairly and consistently and in a non-discriminatory way.

### **6. Honoraria/Acting Up Payment Appeal**

Whilst HoS are normally responsible for identifying the appropriateness of an honoraria or acting up payment, an employee is entitled to claim that a temporary change in duties has been undertaken and should therefore be paid at a higher level than the employee's existing duties.

The HoS must then investigate the claim and respond in writing to the employee with their decision. Where the employee disagrees with the HoS's decision, the employee must within 10 working days of receipt of the decision letter inform the Head of HR in writing of their wish to appeal



against the outcome. Failure to adhere to this timescale will result in the employee losing their right of appeal.

The appeal will be considered by the relevant Chief Officer who may then wish to seek clarification from the employee, HoS and HR before making a decision. Employees should receive written confirmation of the outcome of their appeal from the Chief Officer within 30 calendar days of receipt of the appeal.

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## Report of the Chief Executive

### **CARE LEAVERS INTERVIEW SCHEME**

#### 1. Purpose of report

To consider the INTRODUCTION of a Care Leavers Interview Scheme.

#### 2. Detail

The scheme guarantees interviews to Care Leavers who meet the essential criteria of an advertised position's person specification. According to the Learning and Work Institute, evidence shows that young people who have been in care do not have the same life chances as other young people, and as a Local Government employer, the Council can support these young people by breaking down employment barriers and implementing supportive employment policies.

This scheme should be read in conjunction with the Council's existing Recruitment and Selection Policy.

#### 3. Statistics

On 31 March 2020, National Statistics indicate 80,080 children were in some kind of 'looked-after' social care, and 29,950 children were ceasing to be looked after from that date also.

##### Activity of former care leavers

For 17-year olds - there were 480 care leavers in 2020 - 59% were male and 41% were female. Of these young people:

- 37% were in education
- 12% in training or employment
- 27% were known to be not in education, employment or training (NEET)
- but information was not known for 24%

For 18-year olds - there were 11,220 care leavers in 2020 - 64% were male and 36% were female. Of these young people:

- 48% were in education,
- 17% in training or employment
- 31% were NEET
- information was not known for 5%

For 19- to 21- year olds - there were 31,260 care leavers in 2020 - 61% were male and 39% were female. Of these young people:

- 6% were known to be in higher education
- 20% were in other education
- 26% were in training or employment
- 39% were NEET, compared to around 13% of all young people aged 19 to 21 years
- information was not known for 9%

Sources:

<https://www.hopinto.co.uk/media/1070/employers-guide-to-supporting-care-leavers.pdf>

<https://explore-education-statistics.service.gov.uk/find-statistics/children-looked-after-in-england-including-adoptions/2020>

**Recommendation**

**The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee the introduction of a Care Leavers Interview Scheme be approved.**

**Background papers**

Nil



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# **CARE LEAVERS INTERVIEW SCHEME**

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2. How does the scheme work? .....3

## **INTERVIEWS FOR CARE LEAVERS**

### **1. Introduction and Background**

The Children (Leaving Care) Act 2000 defines a Care Leaver as someone who has been in the care of the Local Authority for a period of 13 weeks or more spanning their 16<sup>th</sup> birthday. The Care Leavers' Association expands the definition as the following:

*Any adult who spent time in care as a child (i.e. under the age of 18). This care would have been approved by the state through a court order or on a voluntary basis. It can range from as little as a few months to as long as one's whole childhood (18 years). Such care could be in foster care, residential care (mainly children's homes) or other arrangements outside the immediate or extended family. The care could have been provided directly by the state (mainly through local authority social services departments) or by the voluntary or private sector (e.g. Barnardos, The Children's Society and many others). It also includes a wide range of accommodation. For example, it would include secure units, approved schools, industrial schools and other institutions that have a more punitive element than mainstream foster or residential care.*

Given that Care Leavers may have spent a considerable and difficult time within social care, future employers have a crucial role to play in assisting with job opportunities and the transition to adult life. By encouraging applications from Care Leavers, the Council seeks to offer opportunities and support young people gain new skills and develop new talent.

### **2. How does the scheme work?**

When a Care Leaver applies for a job, they will be able to indicate on the application form their status. A guaranteed interview will be offered, provided that they:

- Meet the definition of a Care Leaver; and
- Meet the essential criteria of the Person Specification for an advertised role.

These criteria will be applied so as to create a longer shortlist of candidates than might otherwise arise. No candidate will be displaced from a shortlist by the application of the scheme.

The scheme is **not** a guaranteed job for a Care Leaver. Selection procedures will still ensure the best candidate for the job is appointed, based on objective criteria in the role profile.

This scheme should be read in conjunction with the Council's Recruitment and Selection Criteria Policy.

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## Report of the Chief Executive

**NEURODIVERSITY POLICY**1. Purpose of report

To consider the introduction of a new Neurodiversity Policy.

2. Detail

The Council recognises that some existing employees and prospective applicants may be considered as 'neurodiverse'. This covers (but not limited to): ADHD, Autism, Dyslexia, Dyspraxia, Dyscalculia, Dysgraphia, Tourettes.

As the Council is committed to equality and diversity, and being a Disability Confident Employer, the policy formally outlines the approach to supporting those employees. The Council already undertakes everything outlined in the policy and the introduction of the policy is formally codifying those existing support measures.

It should be noted that it not the Council's (or its Managers) sole responsibility to action the measures, and that employees have a duty to work with the Council, their Managers and the HR Team to engage positively with the process and support offered.

Other Local Authorities have been benchmarked, and at present, no other Councils have a neurodiversity policy and this emphasises Broxtowe's continued commitment to supporting employees with disabilities and neurodivergent conditions.

In the formulation of this proposed policy, neurodivergent employees and their Managers have been consulted and feedback has been incorporated into the policy.

**Recommendation**

**The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee the introduction of a NEURODIVERSITY POLICY.**

Background papers

Nil

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# NEURODIVERSITY POLICY

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## **Neurodiversity Policy**

### **1. Introduction**

The aim of this policy is to outline Broxtowe Borough Council's (the Council's) commitment to promoting equality and fairness, whilst recognising and celebrating the diversity that exists among our local communities. It will also outline the duties we must uphold and the corporate framework within which we operate.

This policy applies to workers, and potential workers, who are neurodivergent, or who believe that they may be neurodivergent. It is also a document to give guidance to managers of neurodiverse staff.

The scope of this policy covers conditions including, but not limited to: autism spectrum conditions, Attention-Deficit / Hyperactivity Disorder (ADHD), dyslexia, dyspraxia, and dyscalculia.

### **2. What Is Neurodiversity?**

Neurodiversity refers to the different ways the brain can work and interpret information. It highlights that people naturally think about things differently, and how everyone differs in their areas of strength and weakness. Most people are "Neurotypical", meaning that the brain functions and processes information in such a way that the person thinks, perceives, and behaves in ways that are considered to be "normal" by the general population. Many day to day tasks are designed in a 'neurotypical' way and therefore these may have an impact on someone who is 'neurodiverse'.

According to the Advisory Conciliation and Arbitration Service (ACAS) it is estimated that around 1 in 7 people (more than 15% of people in the UK) are Neurodivergent, meaning that the brain functions, learns and processes information differently. Neurodivergence includes a range of different neurological conditions, including but not limited to:

- Attention Deficit Disorders (ADD, ADHD)
- Autism
- Dyslexia
- Dyspraxia
- Dyscalculia
- Dysgraphia
- Tourette's syndrome

### **3. The Legal Framework**

The Equality Act 2010 (the Act) consolidated over 100 pieces of equality and anti-discriminatory legislation which seeks to develop a common approach to dealing with unfair treatment and discrimination.

The Act put in place nine 'Protected Characteristics' in order to prevent discrimination. According to the Transport Salaried Staffs Association (TSSA) trade union, currently no Neurodiverse condition is defined as a disability under the Equality Act 2010, but many people may be able to prove that their condition is defined as a disability as a consequence of it significantly impairing their ability to carry out day-to-day activities.

Normally, evidence is required from a diagnostic assessment to support this. An employee may be recognised as having a "hidden disability" and their employment rights are protected by the Equality Act 2010. The Council has a separate policy which covers Disability and Equality in greater depth which can be found on the Intranet.

#### **4. Principles of this policy**

- All workers deserve opportunities, encouragement and support to realise their full potential
- A diversity of cognitive approaches is a source of great strength and value within a genuinely inclusive workplace
- All reasonable steps must be taken to ensure that policies, practices and culture do not discriminate against neurodivergent people
- Workers must not be subject to unfavourable treatment if they choose to disclose a neurodivergent condition
- Each employee is unique and that there can be a high degree of overlap between neurodivergent conditions. Consequently, any support needs must be identified and implemented on the basis of personal evaluation and individual consultation – not assumptions or stereotypes.

#### **5. Neurodiverse Identification**

The Council agrees to consider all requests for support for the purpose of obtaining a diagnosis within a timely fashion. Such support may be in the form of time off work to attend appointments, the provision of information, and funding for assessments by appropriately qualified persons.

It may be appropriate to explore on an informal basis first, using any free tools such as preliminary online screening before implementing a formal process.

Funding for accessing a diagnosis or assessment, and reasonable adjustments, where provided, will continue throughout any formal Council processes.

As a Disability Confident Employer, the Council encourages applicants and employees to disclose neurodivergent conditions. It is also recognised that employees are under no legal or professional obligation to disclose a neurodivergent condition. However, appropriate support can only be offered if the Council is made aware of the condition by the employee.

As neurodivergent conditions are lifelong, the Council will accept previous assessments undertaken by appropriately qualified persons as sufficient evidence that an employee is neurodivergent. However, the Council may wish to gain a more recent diagnosis in order to support the employee, and their specific needs relating to the Council's workplace. Such assessments may include reports by specialist consultants, educational psychologists' reports, specialist Statements of Special Educational Need ('Statements'), and Education, Health and Care Plans ('EHCPs').

### **Access to Work and Workplace Needs Assessments**

The Council will take reasonable steps to assist employees with applications for Access to Work support and to facilitate Workplace Needs Assessments which may be conducted by Access to Work or independent consultants. It may also be recommended that the employee has a consultation with the Council's Occupational Health Provider to identify reasonable adjustments and support.

## **6. Supporting our Employees**

According to ACAS, due to social stigma and discrimination, many Neurodiverse employees do not disclose their condition to their employer. This can be a difficulty if a manager is unaware of the employee's diagnosis, and assumes there is a capability or health issue. Therefore, any known Neurological condition should be made known to Human Resources upon commencement of employment or at the earliest opportunity, to ensure reasonable adjustments and support can be made.

If an employee feels that they may have a learning difficulty such as dyslexia or dyscalculia, then HR should be contacted where a screening test can be arranged. Any contact made with HR will be treated with sensitivity.

An initial short screening test can be accessed via the [British Dyslexia Organisation](#) and this may help to provide some initial indication that an employee could have the condition.

Further comprehensive screening can also be undertaken with the employee's consent, after which, any recommendations, equipment or reasonable adjustments

will then be reviewed by the Council and implemented wherever possible to support the employee within their specific workplace environment.

Neurodivergent applicants who apply for roles at the Council will be treated fairly and will not be discriminated against. Applicants meeting the essential criteria will be invited to attend for interview and appropriate support will be offered to assist them through the process.

## **7. Reasonable adjustments**

The Council recognises Neurodiverse applicants and employees may require extra support in relation to their employment. The Council is committed to upholding its values on transparency, equality and innovation, and valuing its employees. Therefore, where reasonable adjustments are necessary, and can be accommodated, the Council will support these. Reasonable adjustments will be made on a case by case basis and will be agreed with line managers in relation to the employee's job role. These may include specific work related equipment, differently presented documents, documents in a larger font size or other recommended adjustments.

### **Guidance for Managers**

#### **Managers will be expected to:**

- Support employees to obtain a diagnosis or assessment
- Encourage early disclosure within a genuinely supportive and inclusive environment
- Work to eliminate barriers (including prejudice) that neurodivergent people can face in the workplace
- Take reasonable steps to ensure that internal communications, training programmes, and testing requirements (such as to complete training courses) are accessible for neurodivergent workers
- Raise awareness of neurodiversity in the workplace
- Where practical, make documents available in a format suitable for the employee within corporate style guidance
- Ensure any paperwork for meetings is provided to the employee within suitable timescales
- Ensure that all staff members with a learning disability/identified as Neurodivergent are informed of the 'Access to Work' Scheme.

Managers will not be expected to micro-manage neurodiverse employees and it should be recognised that they will also have other employees to manage across their teams.

Managers will receive direct support from HR throughout the process and will ensure that the Manager is given clear guidance on Council Policy, reasonable adjustments and legislation.



HR may also arrange training where appropriate.

The Council will endeavour to make adjustments where reasonable and practical.

**Employees who are neurodivergent will be encouraged to:**

- Make their Manager or HR aware should they think they may be neurodiverse – at the earliest opportunity.
- Use the mechanisms and processes available to identify suitable practical adjustments such as background colour for their PC – some people are affected by different colours so changing the background colour of the computer can help ease tired eyes and headaches
- Plan your work – to save time and reduce stress, plan and map your tasks for your working day
- Ask their Manager to verbally relay any important information should they have a learning difficulty.
- Make their Manager aware of potential triggers that may cause a difficulty in order for these to be addressed.
- Use text-to-speech software – most office based employees work on computers; if it helps use text-to-speech software allowing you access to an email or message and have it read to them.
- Be accountable and responsible for engaging with the process and support offered to them by their Manager and the Council. This includes utilising any reasonable adjustments, specialist software or equipment, coaching, training or Counselling provided.

**8. Further Support**

The following organisations can also be contacted for further support on Neurodiversity:

- [Additional Neurodiversity conditions](#) - The British Dyslexia Association is committed to raising awareness and understanding of Neurodiversity conditions by offering a wide range of information to help families, professionals and Neurodiverse individuals.
- [Dyslexia Association](#) –The Dyslexia Association helps to raise awareness and provides support and services for dyslexic children and adults of all ages.
- [Remploy](#) – Remploy is the UK's leading provider of disability employment services. Remploy provides tools and guidance to individuals with disabilities getting and staying in a job.
- [Dyscalculia](#) – As well as dyslexia, Dyslexia Action UK also provides support and information to help remove the barriers facing individuals who have dyscalculia.

- [Dyspraxia](#) - The Dyspraxia Foundation is a UK wide charity supporting and helping individuals with dyspraxia and providing them with a variety of tools to help themselves.
- [Autism](#) - The National Autistic Society is a UK charity that provides information, guidance and support to people with Autism.
- [Access to Work](#) - is a publicly funded employment support programme that aims to help more disabled people start or stay in work

## Report of the Chief Executive

### **SALARY SACRIFICE CAR LEASE SCHEME**

#### 1. Purpose of report

To consider the introduction of a new employee salary sacrifice car lease scheme.

#### 2. Detail

The Council has been without a Lease Car Scheme for many years, having abolished its previous scheme in around 2008.

With the Council's commitment to reducing its carbon footprint, the introduction of a salary sacrifice car lease scheme, whilst being a benefit to its employees, will also allow the Council to have some control over its business-related emissions for those employees taking up the scheme.

The first part of the report in the appendix is an overview by the HR Manager, with further appendices provided by Tusker Cars and a spreadsheet giving cost examples for particular cars.

#### 3. Finance comments

Any savings for the Council in terms of lower employers' national insurance and superannuation contributions will depend upon the take up of the scheme by employees. This will be monitored and reported to Members should it be material.

Any additional costs in terms of the time taken by Human Resources staff in administering the scheme are not considered to be material.

#### **Recommendation**

**The Committee is asked to RESOLVE that the introduction of a salary sacrifice car lease scheme as set out in the report be APPROVED.**

#### Background papers

Nil

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## **Salary Sacrifice Car Lease Scheme**

### **Background**

The Council abolished its Lease Car Scheme in 2008. Since that date, there has been no provision of Lease Cars. It is understood that one of the reasons behind the decision to close the original Lease Car Scheme was due to the administrative effort and costs to the Council's HR department in employee hours. The removal of the Lease Care Scheme resulted in many grievances from existing employees at the time.

The Council's HR Manager has regular meetings with its Employee Benefits Provider, Sodexo, who has been contracted by the Council for many years. During conversations throughout 2019 and 2020, the HR Manager enquired about exploring a Salary Sacrifice Car Lease Scheme as part of the Council's initiatives in relation to lowering its carbon footprint, climate change, and green travel.

A salary sacrifice scheme and its benefits are simple - like Cycle to Work and Childcare Voucher schemes, employees offset some of their salary in return for a brand new fully maintained and insured car. In addition, the employee saves on tax and national insurance and there are national insurance savings for the employer.

Where employees are responsible for providing their own vehicles for the purposes of commuting and business use, currently the Council has no control over the amount of emissions, bar restricting and minimising work-related mileage. A Lease Car Scheme that offers numerous benefits to employees will also ensure that the Council will have more control over its employee's carbon dioxide emissions. This would be done by restricting the choice of vehicles to lower emission vehicles also known as ULEV (Ultra Low Emission vehicles).

The Council's Employee Benefits and Employee Assistance Programme provider, Sodexo is making available its Lease Car Scheme at no additional cost in relation to the current Employee Benefits package. In addition to the longstanding Employee Benefits package sourced from Sodexo, the Council has also recently contracted Sodexo to provide its Employee Assistance Programme via Care First. The proposed expansion into Lease Cars via Sodexo would also minimise administration time by only negotiating with one company for all three services.

Since the abolition of the original scheme, the way the schemes are now administered is remarkably improved. Car orders and financial calculations are all done via an employee portal on the Tusker website eliminating the need for the HR Team to make manual calculations or paperwork. The website also ensures that employees are not able to order vehicles beyond their financial means or reduce their earnings to below national minimum/national living wage or the NI Lower Earnings Limit. Employees are also able to see the entire cost of leasing the vehicle as insurance and road tax – basically a 'just add fuel' scheme. Projected mileage is also input from 5k-35k. After the first year, employees are able to adjust this figure. Once a vehicle is ordered, the financial information will be sent to Payroll to input on

the Payroll System to arrange monthly deductions from salary. Payroll will then process the payover on a monthly basis, similar to how Childcare Vouchers and Cycle to Work is administered.

Sodexo uses Tusker Cars to administer the scheme, who have won the following awards:

- Best Environmental Practice, Green World Award 2018
- Best Environmental Practice, Green Apple Award 2014, 2015, 2016, 2017
- Best Workforce Transport Initiatives, AI Business In Excellence 2018
- Car Benefit Specialist of the Year, AI Business In Excellence 2018
- Workplace Benefits UK Company of the Year, ACQ Awards 2018
- UK Salary Sacrifice Car provider of the year, ACQ Awards 2018
- Company of the Year, Regional SME Awards 2018
- Innovations in car leasing, Innovation and Excellence Awards 2018
- Innovation in Customer Service, FleetWorld Honours 2017
- Best Staff Travel Benefit (with the London Ambulance Service)
- Employee Benefits Awards 2017

In addition to Tusker having one of the UK's largest Car Leasing Scheme, they are also a carbon neutral committed business and encourage people to use newer and greener cars. Tusker offset the tailpipe emissions of all salary sacrifice cars put on the road against a Verified Carbon Offsetting project. 70% of Tusker's 2020 new car orders were electric or hybrid.

Should the proposal be agreed, the scheme would initially be open to employees with Designated Car User status to trial the scheme. These employees for the most part, require the use of a vehicle in order to discharge their duties.

The cost of the scheme would be covered by the savings made.

Other Local Authorities using the scheme include: Hinckley & Bosworth Borough Council, Rushcliffe Borough Council, NHS Supply Chain Coordination Limited, Derby City Council, Leicestershire City and County Councils.

Please also note that only employees that are permanent or on a fixed term contract over 27 months and earning over £19,500 on a full time equivalent salary are eligible for the salary sacrifice scheme.

Should the scheme be approved, a lead time of 6-8 weeks will ensure the scheme can be launched in Q1 of the 2021/22 financial year.

### **Trade Unions**

The HR Manager has consulted both Trade Unions and presented the scheme's benefits. Both Trade Unions are supportive of the proposals.

Further financial details are outlined in the report below along with a table with costs of the full range of vehicles available (please note the Council can restrict this list) :

## **Broxtowe Borough Council Salary Sacrifice Car Benefit Scheme – Scheme Overview**

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### **Overview of objectives Overview of scheme**

#### **1.0 Overview of Objectives:**

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To provide a scheme to:

- Offer a significant benefit to staff with minimal risk to both employee and the Council
- Provide a mechanism to make substantial savings to the Council in the form of Employer Pension contribution savings and NIC savings on Ultra Low Emission Vehicles
- Offer a scheme to retain existing staff and attract new members of staff to the Council
- Reduce carbon footprint and support the Green agenda
- Manage Duty of Care Obligations (Corporate Manslaughter Act 2008) with regard to Grey Fleet
- Provide a mechanism to reduce the cost of business mileage to the Council (where applicable)

## **2. Overview of the Salary Sacrifice Car Benefit Scheme**

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The Salary Sacrifice Car Benefit Scheme is essentially business contract hire, and as such the Council is responsible for any costs associated with the vehicle under its agreement with Tusker. However, these costs and responsibilities are passed on to the employee through the Salary Sacrifice agreement and Scheme Policy between the Council and the employee.

The employee agrees to a reduction in their Gross Salary in return for a non-cash benefit, in this case a fully maintained and insured car. This mechanism in turn results in savings on National Insurance contributions (and also Tax if the vehicle chosen is an Ultra Low Emission Vehicle) on the gross salary being sacrificed.

The scheme is easy to implement and administer, and Tusker removes any risks for the Council and its employees.

### **2.1 Why offer a Salary Sacrifice Car Benefit Scheme?**

The Car Benefit scheme allows the Council to provide employees with a brand new fully maintained and insured car through flexible benefits at a lower cost than they could normally achieve in the retail market.

As the vehicle is provided through a salary sacrifice arrangement, employees will save both income tax (ULEV)\*, National Insurance and pension contributions on the portion of sacrificed salary every month as well as benefiting from corporate buying power and Public Sector discounts. There are also VAT and corporate finance rate advantages to the employee. As this is a benefit, employees will pay Benefit in Kind tax in one of two ways:

If an Ultra Low Emission Vehicle is chosen (ULEV) the employee will pay BiK tax on the benefit as a Company Car. The Council will continue to make NI savings on ULEVs & pay Class 1a NIC as a Company Car

If a non-ULEV is chosen, the employee will pay BiK on either the Gross Monthly Salary Sacrifice amount or the vehicle taxable benefit – whichever is the higher. The Council will not achieve NI savings on non-ULEVs & pay Class 1a NIC on either the Gross Salary Sacrifice or the vehicle taxable benefit – whichever is the higher

A ULEV is defined as a vehicle emitting 75g/km of CO<sub>2</sub> and below. These vehicles clearly represent a bigger saving for employees, although non-ULEVs i.e. Green cars, which are low emission, fuel efficient cars of 76g/km and 124g/km of CO<sub>2</sub>, still represent excellent value over comparable retail deals.

All servicing and maintenance of the vehicle is included in the monthly salary reduction along with fully comprehensive motor insurance and the option to add additional drivers. To help make having a car hassle-free, Tusker have one number to call should the employee have any vehicle query, need to book a service or simply want to speak to a member of the team. There is also a live chat facility available via the scheme website.

Also with the scheme, employees have access to an award-winning online system where they can view the cars available on the scheme, read FAQs about the scheme, prepare quotations, compare vehicles and place orders enabling them to make an informed choice at the touch of a button. This system is the most advanced available in the market place and manages the entire process from initial quotation right through to delivery. The system will be branded to the Council and uniquely, also adjusts the tax savings shown on screen where an employee may sacrifice across a tax threshold; therefore, the tax savings (where applicable) shown are accurate rather than simply assuming that the employee is a 20% or 40% tax payer.

#### What's included?

- Car of employee's choice (dependent on scheme design and National Living Wage) including all servicing, MOT and maintenance
- Fully comprehensive Business motor insurance for your employee; additional drivers can be added
- 'No quibble' Replacement tyres
- Annual Road Fund Licence
- Accident Management
- Total Loss Protection
- Comprehensive Breakdown and Recovery assistance, including a free of charge hire car for 48 hours



- Provision for certain lifestyle events (Resignation, Redundancy, Maternity Paternity)
- Adoption and Total Loss) \*
- Carbon Offsetting – tailpipe emissions are offset by Tusker at their cost
- Annual Licence check directly with the DVLA
- Relief Vehicle+
- Access to 'Go Electric' micro-site to explain all about ULEVs to help employees with their car selection process and to maximise savings available

*\*Optional for the Council to include as mandatory*

*+Optional*

#### Benefits of the Car Benefit Scheme for Employee

- Simple and budgeted fixed cost motoring – considerable savings over retail deals
- No deposit
- No Credit check
- Brand new fully maintained and insured car
- National Insurance savings (additional Tax savings on ULEVs)
- Easy to use online system for quotes and information
- One number for all vehicle needs and dedicated online chat option
- Corporate and Public Sector discounts available
- Expert management of vehicle down time
- Mechanism provides employee with additional savings in the form of VAT efficiencies and
- corporate finance rates
- Pension contribution savings (NHS Pension Scheme, where applicable)
- Car is carbon neutral – tailpipe emissions offset by Tusker

#### Benefits of the Car Benefit Scheme for the Council

- Employers pension savings on the salary being sacrificed – on average £53.20 per month per employee based on a 14% average
- Potential for considerable additional savings to be achieved in Employers NIC for Ultra Low Emission Vehicles (ULEVs)
- Minimal risk – Lifestyle Protections provided by Tusker
- Scheme is carbon neutral
- Excellent employee benefit at no cost to the Council
- Environmentally friendly low CO2 vehicles on the scheme
- Staff retention and motivation tool
- Helps meet Duty of Care obligations through a fully maintained vehicle
- Potential savings on daily hire and pool car use
- Potential savings on fuel rates for business mileage
- Reduction in carbon footprint; positive effect on Scope 3 reporting requirements

### 2.1.1 Implementation

Tusker provide a dedicated Implementation Manager who is responsible for delivering a seamless implementation and the majority of the work is managed and carried out by Tusker.

A detailed and comprehensive project implementation plan is produced and managed by them and they will provide regular updates to assess how the project is progressing. The Implementation Manager will control the plan and progress of the project and distribute an internal and external implementation plan to ensure key personnel are aware of their responsibilities, roles and deadlines.

Detailed process maps for the scheme will also be provided by Tusker through the implementation process for complete transparency as to how the scheme is managed by Tusker directly.

The implementation process takes on average 6 to 8 weeks and there is no cost from Tusker, who undertake to deliver and promote the scheme at their own cost.

### 2.1.2 Marketing

A good communication strategy is an absolute must for promoting the scheme. Tusker have a dedicated marketing resource who'll draft all pre-launch, launch and post-launch communications, using available existing communication channels.

Tusker will provide the copy and material to use, branded to the Council, and will then review it on a regular basis.

Communication begins before the scheme launches, starting with some teaser communications that a scheme is coming soon and as the launch date approaches, more details will be released to build momentum and interest about the scheme.

During the implementation stage, a marketing meeting is arranged to go through all the possible communication options and produce a marketing plan bespoke to your needs and requirements.

Examples of marketing available are; email, flyers, posters, home mailers, newsletters and Virtual Roadshows and all of the marketing is produced at Tusker's own cost.

## 2.2 Eligibility

HMRC view Salary Sacrifice arrangements as employment law rather than a tax matter, as employees are free to agree a change in their overall remuneration with their employer. HMRC will want to establish that an effective change to the employee's terms and conditions of employment has been made via Salary Sacrifice. In addition, employees must also agree to sacrifice the salary before

delivery of the car and cannot sacrifice below National Minimum or Living Wage (NMW or NLW).

The eligibility criteria within the HMRC salary sacrifice rules as above include:

- The arrangement must be for a minimum of 12 months (this has been recently reviewed by HMRC and relaxed)
- Employees cannot sacrifice below the National Minimum or Living Wage (age dependant)
- Employees cannot sacrifice below the Lower Earnings Limit
- The scheme must be open to the majority of staff
- Employees must agree to the salary sacrifice variation before in receipt of the benefit

Outside of these rules the organisation is able to add in other certain criteria, for example minimum length of service, passing a probation period etc.

### 2.3 Risk

Tusker removes the risks associated with the scheme for both the employee and the Council.

The main risks of the scheme sit with the employee to the organisation and the organisation to Tusker and a number of provisions are available for the Council to select as mandatory for the employee to protect them in the event of terminating the arrangement early in the circumstances of:

Resignation  
Redundancy  
TUPE  
Retirement  
Health Conditions

These are mandatory for all employees coming into the scheme.

### 2.4 Lifestyle Protections

This protects the Council and subsequently the employee against certain penalty charges incurred as a result of closing a Finance agreement early due to them leaving the Council's employment and returning a vehicle after an initial three month exclusion period.

If the named employee voluntarily resigns, is made redundant, is subject to a TUPE transfer or retires after the Lifestyle Protection standard exclusion period of 3 months, they can choose to simply hand back the vehicle and their commitment will have finished.

Some additional circumstances other than resignation where risk protection can be utilised are as follows:

- The Named Employee's Employer transferring the Named Employee's place of work to a location outside of the UK
- The Named Employee's driving licence being withdrawn for medical reasons by the issuing body
- The death of the Named Employee
- The Named Employee or their spouse or common-law partner suffering Terminal Illness
- The Named Employee or their spouse or common-law partner suffering Disablement or Mental Illness
- The Named Employee losing their sight
- The Named Employee suffering physical separation of one or more limbs at or above the wrist or ankle

Provided the termination is a direct result of any of the above conditions, the Vehicle is returned to Tusker.

#### 2.4.1 Total Loss

Total Loss cover is included in the scheme and is provided as part of the motor insurance provision and provides full protection in the event of the vehicle being stolen and not recovered or, the vehicle being damaged beyond economical repair and as a result being deemed a total loss.

#### 2.4.2 Maternity, Paternity and Adoption

Under employment law the benefit will need to be provided during maternity, paternity and adoption leave. Whilst the employee's pay is enhanced, salary sacrifice reductions can continue. Once the employee's pay reaches statutory level the Council will be unable to make any further reductions. Should maternity, paternity & adoption protection be included by the Council on the employee's return to work following maternity, paternity or adoption leave the monthly Gross Salary Sacrifice will be credited to the Council for a maximum period of leave of 12 months – maximum payout £6,000 (£500 per month)

The order date and the due date on the employee's Mat B1 form must be greater than 7 months in order for the protection to apply.

Should the Council decide to include the Maternity, Paternity and Adoption protection this must be provided "free" to all employees. There would be an equivalent administration charge built into the scheme to ensure the scheme remains cost neutral to the Council.

#### 2.4.3 Long Term Sickness

Although the Council must provide the benefit during a period of long term sickness reductions can continue to be made whilst there is enhanced salary still being paid. Once monthly salary has reduced to statutory levels, reductions will no longer be

able to be made and the salary sacrifice can be suspended with the employee having continued use of the vehicle. On their return to work the reductions will recommence and may extend after the vehicle has been returned until the number agreed to is complete. It should be remembered that looking at potential scheme take up rates and Long Term Sickness rates within an organisation mean that this situation is an exceptional event, rather than the norm and therefore not a significant risk. However, 6 months Protection is included for long term sickness is included within Tusker's Lifestyle Protection.

Under the terms and conditions of the scheme the employee agrees to meet all costs associated with the scheme and where relevant (fines, excess mileage or damage for example) net salary deductions can be made.

Additional measures can be made to manage risk for the employee and employer:

Restricted CO2 cap – this helps to limit the cars available on the scheme to lower emission vehicles which are typically cheaper and have strong residual values which helps reduce early termination costs. In addition, lower CO2 emissions make the scheme more tax efficient as there is lower BIK for the employee and Class 1A for the organisation. This limit is recommended to be 124g/km of CO2.

Restricted P11D value – the value of cars available on the scheme can be restricted eg to sub £40,000, this reduces early termination costs by removing high value, fast depreciating cars from the scheme.

## 2.5. Risk to changes in Government / HMRC

The Government consultation into the provision of salary sacrifice benefits announced in August 2016 was concluded and on the 23<sup>rd</sup> November 2016 the Chancellor presented his Autumn statement to the House of Commons detailing the results.

There is now a government mandate for salary sacrifice car schemes, removing any uncertainty that has historically existed.

Under the new Optional Remuneration Arrangements (OpRA), this means that:

If an Ultra Low Emission Vehicle is chosen (ULEV) the employee will pay BiK tax on the benefit, i.e. as a Company Car. The Council will continue to make pension contribution saving and NI savings where applicable on ULEVs, as per the scheme prior to the Consultation and subsequent OpRA amendments to the Finance Bill.

If a non-ULEV is chosen, the employee will pay BiK on either the Gross Monthly Salary Sacrifice amount or the vehicle taxable benefit – whichever is the higher. The Council will continue to make pension contribution saving but will not achieve NI savings on these vehicles.

A ULEV is defined as a vehicle emitting 75g/km of CO2 and below. These vehicles clearly represent a bigger saving for employees, although non-ULEVs still represent excellent value over comparable retail deals.

The tax policy on Company Cars incentivises the selection of Ultra Low Emission Vehicles and the government has introduced incentivised lower BiK rates from 2020 for ULEVs, with applicable cars going from 16% on the BiK scale to zero and only increasing by 1% annually to 2%, which is thereafter being held until 2025. All other cars reduce by an average 2 basis points to encourage employees to drive greener cars.

## 2.6. Administration of the scheme

With regard to administration of the proposed Salary Sacrifice Scheme this is minimal as the scheme and all employee engagement is administered by Tusker. The internal administration is limited to:

- Authorisation for employee to enter the scheme
- Monthly payroll reduction & any deductions from net salary – automated reporting process
- P46 notification & P11d reporting (With regard to the BIK) or Taxing at Source
- Monthly payment of Consolidated invoice (payment terms 30 days)

Tusker will provide process maps and data to complete all necessary actions

## 2.7. Corporate Manslaughter Act 2008

This legislation means that employers must make sure any vehicles used for work; whether a company car or employee's own vehicle complies with the following:

1. They are roadworthy
2. Have a current MOT certificate for vehicles over three years old
3. The driver is licensed to drive
4. The vehicle is insured for business use
5. The vehicle is regularly serviced
6. The employee is carrying out basic maintenance checks

The Car Benefit scheme will meet all of these obligations and will therefore reduce administration and risk with regard to employees currently driving their own vehicles on company business.

## 2.8. Business Mileage claims

There is also a cost saving to be made to the Council for employees previously using their own vehicles on business and reclaiming mileage allowance at Inland Revenue Approved Mileage Rates (45p for the first 10,000 miles per annum & 25p thereafter). As Tusker vehicles are Company Cars in essence, they will attract only Advisory

Fuel Rates typically 11p (diesel) or 15p (petrol) saving potentially a further 30p – 34p per business mile. This reduced rate is applicable as all depreciation and maintenance costs are being met under the scheme.

Should the Council choose to pay over and above the Advisory Rates, the difference between the Advisory Rate and Council rate will be taxable. A fully robust expenses procedure would need to be in place if paying more than the Advisory Rates to demonstrate to HMRC that employees are not claiming for home to work mileage if office based as otherwise Company Car Fuel Benefit could become due for both the Council and the employee.

The above is fully managed and agreed as part of the car scheme implementation process.

## 2.9. Case Study – Newcastle upon Tyne Hospitals NHS Foundation Trust (NUTH)

The Newcastle upon Tyne Hospitals NHS Foundation Trust (NUTH) is one of the most successful teaching NHS Trusts in the country offering more nationally accredited specialist services than any other group of hospitals in the UK and have a staff base of around 14,000.

### **Implementation**

Although Newcastle Hospitals already had a salary sacrifice car scheme in place for their employees, the Trust decided to go out to tender and shortlisted three different suppliers.

There was one stand-out provider, Tusker/NHS CPC Drive. With their award-winning Car Benefit Scheme, the Trust had no hesitation in awarding the contract. They selected Tusker as the new provider to give their employees better terms, reduced risk and improved service levels, and to reduce the work involved in administering the scheme.

As well as the salary sacrifice vehicles, CPC Drive and Tusker were also awarded the contract to provide cars for Newcastle Hospitals' company car lease scheme for essential car users.

### **Communication**

The biggest challenge was the speed required to implement the new scheme to ensure no drop-off in service levels for staff, and the need to communicate the new details quickly to all employees.

It took just six weeks from Tusker's selection for the new scheme to be up and running and available to all staff, through a web portal which provided them with direct access to the scheme. It meant arranging communication to all staff quickly and so the scheme was communicated through a series of web bulletins, emails and payslip attachments, while two large staff benefits events were also held with around 600-800 staff attending each event.

## Results

Since the scheme went live, the uptake and feedback has exceeded expectations. Interest has been extremely high and over 1,000 cars have been delivered by Tusker.

## Summary

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The Car Benefit scheme can meet a number of requirements, providing benefits to both the Council and employees.

It is important that the right provider is chosen to ensure the success of the scheme and that it can receive HMRC approval.

The benefits to the Council by appointing Tusker to provide the Car Benefit scheme are:

- Number of Frameworks can be utilised; no costly and time-consuming procurement exercise required
- Considerable NI savings are a real (tangible) cost reduction for Ultra Low Emission Vehicles chosen on the scheme, as the Council is currently paying Class 1 NI on employees' salaries
- Can take advantage of Tusker's considerable experience of managing 100+ NHS Council schemes
- Cars are registered to, funded and managed by Tusker (not the Council)
- Significant Employer Pension contribution savings can be achieved – on average £54 per month per employee
- The Council pays monthly – significant cashflow benefit
- No initial up front or ongoing costs payable by the Council to Tusker
- "Win/Win" situation for both the Council and employees
- All employee interaction/engagement is fully outsourced to Tusker
- Scheme complements and blends with the existing employee benefits offered
- Minimal administration for both employee and the Council; uses standard processes
- Cost neutral – cost of vehicle covered by gross salary sacrifice
- No fixed term for the Council to commit to
- Risk mitigation – minimised risk to both the Council and employees
- Procurement, audit trail and comprehensive reporting
- Tusker manages all in-life services with specialised Employee Engagement and Customer Service teams; no day to day involvement required by the Council
- Fully interactive, online solution for employees to help with making informed choices
- Proven HMRC and VAT compliant scheme
- Bespoke and tailored scheme for the Council to achieve objectives
- Dedicated implementation and marketing resource; ongoing provision of key communications to staff members



- Carbon offsetting paid for by Tusker, which helps with NHS emissions reporting/targets and supports Sustainability Policy

<b>Model</b>	<b>Fuel</b>	<b>Median Net Cost (Monthly)</b>	<b>median([Total Gross Cost]) (Monthly)</b>	<b>Minimum CO2</b>
Smart ForFour	Electric	£186.84	300.3	0
Smart ForTwo	Electric	£194.13	300.61	0
SEAT Mii	Electric	£266.19	431.71	0
Nissan Leaf	Electric	£267.26	432.38	0
MG Motor UK MG5	Electric	£291.69	458.51	0
MG Motor UK MG ZS	Electric	£290.47	463.04	0
Vauxhall Corsa	Electric	£308.86	497.78	0
Renault Zoe	Electric	£314.21	509.385	0
Peugeot 2008	Electric	£319.34	516.05	0
MINI Hatch	Electric	£321.17	517.73	0
BMW i3	Electric	£316.15	527.72	0
Hyundai IONIQ	Electric	£326.12	528.09	0
DS Automobiles DS 3	Electric	£347.50	557.64	0
Peugeot 208	Electric	£353.58	569.765	0
Citroen C4	Electric	£383.43	601.23	0
Kia Soul	Electric	£359.42	613.85	0
Kia Niro	Electric	£375.97	628.39	0
Honda Honda e	Electric	£389.52	628.94	0
Volkswagen ID.3	Electric	£396.80	651.54	0
Hyundai KONA	Electric	£407.20	661.37	0
Volkswagen Golf	Electric	£431.30	730.91	0
Polestar Polestar 2	Electric	£538.41	888.77	0
Audi e-tron	Electric	£535.83	907.52	0
Tesla Model 3	Electric	£539.79	909.48	0
Mercedes-Benz EQC	Electric	£581.93	989.08	0
Volvo XC40	Electric	£688.83	1151.685	0
Jaguar I-PACE	Electric	£679.17	1172.74	0
Mercedes-Benz EQV	Electric	£723.76	1222.49	0
Porsche Taycan	Electric	£857.84	1497.46	0
Tesla Model S	Electric	£862.85	1529.98	0
Tesla Model X	Electric	£912.08	1609.1	0
Mercedes-Benz GLE	Diesel Hybrid	£700.40	1037.52	19
Mercedes-Benz A Class	Petrol Hybrid	£429.02	615.41	22
Suzuki Across	Petrol Hybrid	£691.56	950.02	22
Mercedes-Benz CLA	Petrol Hybrid	£463.23	659.335	23
Audi A3	Petrol Hybrid	£415.30	581.82	24
Hyundai IONIQ	Petrol Hybrid	£397.34	489.47	26
SEAT Leon	Petrol Hybrid	£454.56	519.89	27
Mercedes-Benz B Class	Petrol Hybrid	£459.78	691.46	27
BMW X5	Petrol Hybrid	£768.15	1114.6	27
Volkswagen Passat	Petrol Hybrid	£578.88	772.695	28

Peugeot 508	Petrol Hybrid	£575.59	781.375	29
Peugeot 3008	Petrol Hybrid	£607.36	899.11	29
Vauxhall Grandland X	Petrol Hybrid	£511.13	690.32	30
DS Automobiles DS 7	Petrol Hybrid	£523.20	701.76	30
BMW 3 Series	Petrol Hybrid	£533.47	706.64	30
Mercedes-Benz C Class	Diesel Hybrid	£658.19	876.69	31
Kia Niro	Petrol Hybrid	£379.34	459.8	31
Skoda Superb	Petrol Hybrid	£462.58	627.515	31
Kia Ceed	Petrol Hybrid	£385.23	514.03	32
Citroen C5 Aircross	Petrol Hybrid	£449.83	603.98	32
Ford Kuga	Petrol Hybrid	£472.72	636.775	32
Mercedes-Benz GLA	Petrol Hybrid	£506.66	685.47	32
BMW 5 Series	Petrol Hybrid	£688.52	908.02	32
Mercedes-Benz E Class	Diesel Hybrid	£651.19	845.62	33
Land Rover Range Rover Evoque	Petrol Hybrid	£574.95	810.985	33
Mercedes-Benz C Class	Petrol Hybrid	£558.83	723.34	34
Audi A6	Petrol Hybrid	£645.07	839.96	35
Mercedes-Benz E Class	Petrol Hybrid	£574.16	781.68	37
BMW X2	Petrol Hybrid	£497.48	665.14	38
BMW 2 Series Tourer	Petrol Hybrid	£552.95	769.3	38
Volvo S60	Petrol Hybrid	£800.54	1057.45	38
MINI Countryman	Petrol Hybrid	£425.85	577.555	39
Land Rover Discovery Sport	Petrol Hybrid	£692.85	948.48	39
Audi A7	Petrol Hybrid	£865.99	1114.31	40
BMW X1	Petrol Hybrid	£477.45	636.32	41
Volvo V60	Petrol Hybrid	£594.15	786.55	41
Volvo S90	Petrol Hybrid	£701.05	891.38	42
MG Motor UK MG HS	Petrol Hybrid	£455.96	649.785	43
BMW X3	Petrol Hybrid	£621.21	797.53	44
Mitsubishi Outlander	Petrol Hybrid	£499.76	643.86	46
BMW 7 Series	Petrol Hybrid	£1,027.07	1309.175	46
Mercedes-Benz GLC	Diesel Hybrid	£698.26	939.08	47
Volvo XC40	Petrol Hybrid	£550.35	719.735	47
Volvo V90	Petrol Hybrid	£713.88	912.815	47
Jeep Renegade	Petrol Hybrid	£604.68	845.295	49
Jaguar F-PACE	Petrol Hybrid	£775.77	1031.45	49
Land Rover Range Rover Velar	Petrol Hybrid	£761.10	1001.405	50
Audi Q5	Petrol Hybrid	£641.96	865.78	55
Volvo XC60	Petrol Hybrid	£675.06	886.54	55
Audi A8	Petrol Hybrid	£932.83	1306.39	57
Volvo XC90	Petrol Hybrid	£862.23	1006.05	63
Audi Q7	Petrol Hybrid	£848.09	948.1	72

Land Rover Defender	Petrol Hybrid	£1,162.89	1372.28	74
Land Rover Range Rover Sport	Petrol Hybrid	£1,079.27	1141.79	75
Land Rover Range Rover	Petrol Hybrid	£1,396.09	1495.53	78
Porsche Cayenne	Petrol Hybrid	£1,171.78	1274.385	89
Toyota Yaris	Petrol Hybrid	£331.49	392.18	92
Toyota Prius	Petrol Hybrid	£381.56	419.885	94
Renault Clio	Petrol Hybrid	£424.96	499.05	98
Toyota Corolla	Petrol Hybrid	£421.01	473.85	101
Honda Jazz	Petrol Hybrid	£393.91	461.46	102
Peugeot 208	Diesel	£373.84	443.22	106
Volkswagen Golf	Diesel	£543.92	581.16	107
Vauxhall Corsa	Diesel	£382.32	449.655	108
Renault Clio	Diesel	£405.60	453.335	109
Citroen C1	Petrol	£225.07	245.55	109
Toyota C-HR	Petrol Hybrid	£398.60	433.24	109
Kia Picanto	Petrol	£253.05	293.1	110
Peugeot 108	Petrol	£295.11	347.26	110

Other cars are available on the scheme.



Our guide to the ultimate  
employee incentive.

Tusker.

Page 45  
The Better Benefit

# Who are we?

At Tusker we're on a mission to help your employees get a better car. A newer, more cost effective, more reliable, greener and easier to run car. For over 10 years we've been helping organisations in both the public and private sector offer their employees a Car Benefit Scheme. It's an innovative way to easily get a new fully insured and maintained car via a salary sacrifice arrangement.

Tusker has extensive experience of successfully implementing and managing salary sacrifice car schemes across both the private and public sector. We will always create a tailored scheme to suit your organisation's requirements which is why we like to work closely with you to understand your business, objectives and how the scheme can work for you and your employees.

So if you're looking for a really simple way to widen the benefits you offer, then look no further.

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# Why work with us?

**We understand that, at first glance, other providers look to offer a similar product but our level of product design, service, efficiency, and ability to maximise take up and therefore savings, is unrivalled.**

As market leaders for salary sacrifice car schemes, we have over 500 schemes in place across the country and customer service is at the heart of everything we do. Uniquely, our structure has been developed with the customer in mind. We have separate teams dedicated to customer services at each stage of an employee's interaction with us.

This is in addition to our marketing and sales support functions for organisations once they have implemented their scheme.

With a brand new car, substantial savings and peace of mind, it's no surprise that 97% of our drivers would recommend the scheme. It's the power of a shiny new car.

## Facts & Figures\*

First scheme  
launched  
**2009**

**97%**  
Customer  
satisfaction rate

**18,000**  
Cars on the road  
and counting

**0%**

Benefit in Kind rate for  
fully electric cars in  
2020/2021



Employees can make  
great savings compared  
to retail deals

**10%**

average employee take up  
over three years

\*figures correct as at Jan 2020



# Salary Sacrifice Car Schemes – what are they?

**A salary sacrifice car scheme is a tax efficient way for organisations to offer all their employees access to a brand new, fully insured and maintained car for a fixed monthly amount for up to four years. In addition employees also enjoy manufacturer discounts, corporate finance rates and VAT efficiencies unavailable on personal lease arrangements, providing even better value.**

Employees can choose to sacrifice their salary and as salary is sacrificed before Income Tax, National Insurance and pension contributions are taken, employees save money on getting a new car and your organisation makes substantial savings on certain cars through reduced NI and any pension contributions.

Employees can browse the extensive range of cars available on our easy to use online system where they can run unlimited instant quotations, compare vehicles and place their order online, resulting in them making an informed decision and selecting a vehicle that best meets their individual needs.



# Introducing Carbon Neutral Motoring

We love being green! We're a carbon neutral business committed to driving down emissions by getting people into newer and greener cars. We genuinely care about preserving the environment, and understand that it's also high on the agenda for our customers, which is why we decided to give something back to decrease the impact of our cars on the environment.

To show our dedication to the planet we even offset the tailpipe emissions of all the salary sacrifice cars we put on the road against a Verified Carbon Standard offsetting project.

We're committed to achieving the highest standards of excellence and are delighted that our hard work has been recognised in the last few years by being awarded the Green Apple Environmental Award for Environmental Best Practice.

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## Lifestyle protections

We understand that you want to keep any risk to an absolute minimum and when an employee takes a car on the scheme there is often a small risk that they will leave the organisation before the end of the agreed vehicle term.

We offer a lifestyle protection to safeguard against an employee leaving the scheme early for a variety of reasons. We know unexpected things happen all the time, which is why our comprehensive Early Termination Protection (ETP) protects you, as an employer, against an early termination charge should an employee terminate their salary sacrifice agreement early. As long as the termination doesn't occur within the exclusion period of 6 months, in most circumstances our protection will mitigate any termination charges that may be payable.

The protection covers you and your drivers against;

- TUPE
- Resignation, redundancy, retirement
- Ill health & other life events
- Maternity, paternity leave
- Long term sickness





# Employer Benefits



## Savings available

Employer NI savings can be achieved on Ultra Low Emission Vehicles, with schemes designed individually to achieve your objectives. NHS Trusts and Local Authorities are also able to save pension contributions that would have been paid on the salary now being sacrificed.



## Simplicity

We make running a scheme simple. From reducing admin with our clever online system to working with you every step of the way to promote the scheme.



## Zero cost and risk free

Free to implement, we also offer a lifestyle protection to remove risks such as employees resigning, or being made redundant, or going on extended leave, i.e. Maternity.



## It's a great perk for your employees

For no extra cost you can motivate and retain your current employees and appeal to new talent with the ultimate employee benefit, a brand new car.



## The scheme's greener than green

New cars are the greenest on the market with lower CO<sub>2</sub> emissions. Plus, we offset the carbon for every Tusker car making them carbon neutral. Perfect for improving your carbon footprint.

# Employee Benefits



## They get a brand new car

Employees choose the make and model and we deliver a brand new car to their door.



## Core running costs are included

Everything from replacement tyres and car insurance to breakdowns and routine maintenance is covered in our fixed monthly amount.



## It saves them money

Not only can your employees benefit from our fantastic manufacturer discounts, a fixed monthly amount taken from their salary means they can save on National Insurance too.

# 0%

## No deposit needed

With the Car Benefit Scheme employees don't pay a deposit (most car dealers will ask for a fairly hefty amount).



## No credit checks

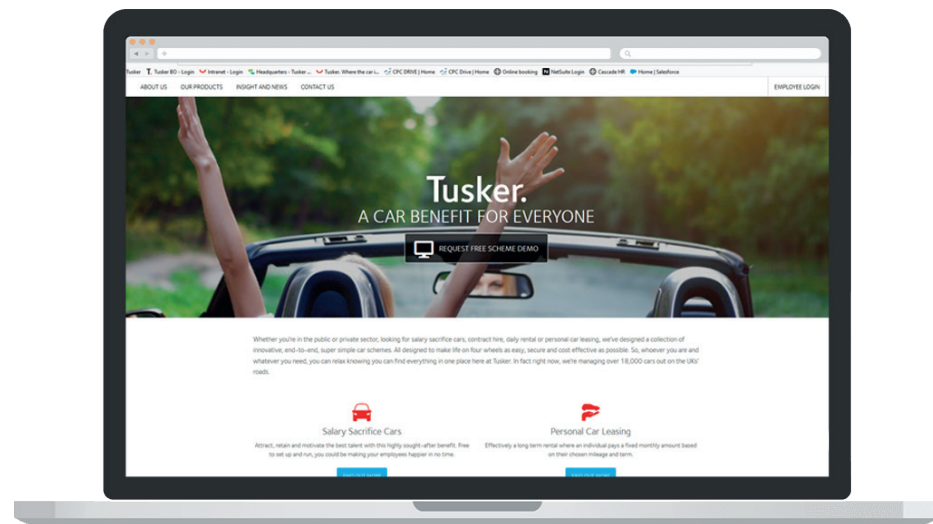
Any employee can enjoy a Tusker car, whatever their credit history.

# Award winning systems

Your employees will have questions about our scheme and our online driver site can answer them. We try to make it as simple as possible for employees to learn about the scheme and contact us with any additional questions via Live Chat, dedicated email or phone.

We provide a secure online driver site where employees can learn more information about the scheme, watch short videos to understand the benefits of a salary sacrifice car scheme and access extensive frequently asked questions.

The driver site is fully automated from initial log in to vehicle order. It guides employees through an online journey from viewing the cars available on the scheme to requesting a vehicle order. They can also prepare their own online quotations with each quotation showing any tax and National Insurance savings and Benefit in Kind for each vehicle specific to each employee.



# Communications

With a dedicated marketing team for our car benefit schemes, we understand that communication is vital to the success of a scheme and we'll work closely with you to decide the best communication methods based on your available and existing communication channels and our knowledge of successful methods and best practice.

A complimentary dedicated marketing and communications expert will work with you to, provide pre-launch, launch and post launch communications plan to ensure the successful launch of the scheme as well as a gradual month on month increase in participation, and to ensure all employees are reached through the communications. It is important to understand and identify the various target groups within your organisation and there may be the need to tailor communications accordingly. Examples of marketing support that can be provided include:

- Posters & leaflets
- Emailers
- Copy for newsletters /intranet sites
- Payslip attachments
- Roadshows and events at key sites
- Brand awareness initiatives such as branded mugs, lanyards, belt clips etc.
- Monthly employee promotions

All marketing and communication support is included as part of the scheme offering.

# What is Benefit-in-Kind tax?

HMRC recognise the scheme as a Company Car Scheme. The scheme is tax efficient but not tax free so employees need to pay Benefit in Kind tax (often called 'company car tax').

Depending on the emissions of the car chosen, the BiK is calculated based either on the car's list price (P11d), CO2 emissions, fuel type and the employee's income tax band or taxed at their personal tax rate against the gross sacrifice.

The tax and NI savings can often outweigh the additional Benefit in Kind tax, particularly if the employee chooses a car with low CO2 emissions.

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# Greater savings from April 2020-

**with company car tax reduced to 0% on pure electric cars**

**In 2019, the Government announced that Benefit in Kind (BIK) rates for company cars would be lowered from April 2020. For most vehicles registered after April 6th 2020, tax rates have been reduced by 2%, with zero-emission models now tax-free in 2020-21, only rising 1% each year until 2023.**

It means the Car Benefit Scheme is more inclusive than ever before as more people will find an affordable car through the scheme, particularly with electric cars. Drivers (as well as employers) will see a real increase in savings, in particular for the 40% taxpayer taking an electric car on the scheme.

Over the course of a three-year period, a 20% taxpayer could save almost £4,000 in Benefit in Kind tax by driving a zero-emission vehicle. When taken under a salary sacrifice arrangement, they could also benefit from an overall tax efficiency of around £6,000. And that's without factoring in the average Tusk electric car driver's fuel saving of circa £750 per year.

## MINI Electric Cooper S 0.0 Elec 32.6Wh 184

Employee savings		Employer savings	
2020 Net monthly cost	£245	NI saving 2020-21	£651
Tax saved	£73	NI saving 2021-22	£612
NI saved	£47	NI saving 2022-23	£574
		Average overall saving of: £1,287	

Based on basic rate tax payer, postcode DN10 4HB, 40yr old male - 48 months - 10k miles. Please note prices as at January '20 and will vary subject to personal circumstances i.e. age, address, scheme parameters.



# Employer NI & Pension Contribution Savings on ULEVs 2019 versus 2020

**£1,568**

2020 average Class 1 NI & Pension Contribution Savings per employee per annum.

2019: **£957**  
2020: **£1,625**  
Employer savings P.A.



2019: **£638**  
2020: **£1,418**  
Employer savings P.A.



2019: **£710**  
2020: **£1,325**  
Employer savings P.A.



2019: **£1,089**  
2020: **£2,008**  
Employer savings P.A.



2019: **£373**  
2020: **£292**  
Net per month



2019: **£349**  
2020: **£255**  
Net per month



2019: **£319**  
2020: **£245**  
Net per month



2019: **£472**  
2020: **£361**  
Net per month



# Employee Monthly Net Cost 20% Taxpayer 2019 versus 2020

## Fixed Monthly Cost includes:

- Routine maintenance & tyres
- Roadside Assistance
- Lifestyle Protection
- Motor Insurance
- Accident Management
- Replacement tyres

# Let's talk

**tuskerdirect.com**

**hello@tuskerdirect.com**

**0333 4000 554**

# Tusker.

The Better Benefit

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## Report of the Chief Executive

### SUCCESSION PLANNING FRAMEWORK

#### 1. Purpose of report

To advise Committee of the introduction of a framework to assist in the process of Succession Planning.

#### 2. Detail

In 2020, the Council adopted an Organisational Development Strategy. The aim of this was *“To enable Broxtowe Borough Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led, highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology.”*

Objective 4 within this strategy was *“Planning for the workforce of the future and being an employer of choice”*. A key action to meet this objective was highlighted as *“Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees”*.

The procedure detailed in the appendix is intended to provide a strategic framework to ensure Broxtowe Borough Council has identified its key posts and has considered issues of resilience in support of the delivery of the Corporate Plan 2020-24. The procedure details the definition of succession planning, the roles and responsibilities of those involved, how to identify successors for vacant posts and how to recruit and select successors.

The framework attempts to ensure there is a consistent way of implementing succession planning within the organisation as opposed to applying it on an “ad hoc” basis.

#### Recommendation

**The Committee is asked to RESOLVE that the Succession Planning Framework be approved and an update on the Framework be reported back to the Personnel Committee within 12 Months.**

#### Background papers

Nil

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## SUCCESSION PLANNING FRAMEWORK

### 1.0 Introduction

Succession Planning is a major aid to business continuity management and is a process by which one or more successors are identified to replace business critical and leadership roles within the organisation. The process aims to recognise future business requirements and provide development opportunities and career pathways within teams and departments to maximise learning and development investment.

The procedure will link workforce supply and business demands with the overall aim to ensure that the right people are in the right place at the right time with the right skills to meet the needs of the people and communities we serve. The procedure complements and supports the approved Organisational Development Strategy.

### 2.0 Aim

This procedure is intended to provide a strategic framework to ensure the Council has identified its key posts and has considered issues of resilience in support of the delivery of the Corporate Plan 2020-24. It details the definition of succession planning, the roles and responsibilities of those involved, how to identify successors for vacant posts and how to recruit and select successors.

### 3.0 What is Succession Planning?

The Chartered Institute of Personnel and Development (CIPD) describes the process as follows:

*'Succession planning is the process of identifying and developing potential future leaders or senior managers, as well as individuals to fill other business-critical positions, either in the short- or the long-term. In addition to training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for future senior or key roles.'*

Succession planning is about addressing and minimising risk through dealing with potential critical gaps in the organisation. It is also about developing internal talent and reducing reliance on expensive external recruitment. Succession planning sits inside a much wider strategic framework encompassing areas such as resource management, skills analysis and career development, which are covered in more detail in the Council's Organisational Development Strategy. In very simple terms it is about ensuring the Council has the right people in the right place at the right time.

Traditional succession planning involves identifying senior and other business critical roles and then identifying potential successors and equipping them with the knowledge, skills and experience to take up these positions within a certain timescale. However this approach assumes a degree of stability in the management structure. It assumes that the roles that are likely to be needed in the future are reasonably static. Clearly in more changing and ambiguous times the roles that we will need to fill going forward are likely to be different from those we do currently.

However we do have a framework which describes the behaviours that we need both now and in the future at each level within our organisation and we can make some reasonable assumptions about the types of roles we are likely to need to fill in the future.

#### **4.0 Methodology**

This procedure relies on two key elements.

- i. Identification of critical roles
- ii. Identification of available / suitable officers capable of filling those roles

#### **4.1 Identification of critical roles**

There are a number of questions to consider, detailed below, that will assist managers to identify those posts that are necessary for the continuation of essential services. The latest establishment reports can be used to inform thinking on which posts are deemed to be essential to maintaining services. An assessment tool is detailed at the end of this document with a scoring guide (0-5 with 0 strong disagreement and 5 being strong agreement) to assist with this process. The results can then be fed into a mapping document, which mirrors the questions and also forms part of this guide.

The questions are as follows:

1. If this position were left vacant, it would cause serious difficulties in delivering on commitments and corporate priorities and achieving operational and strategic goals at department level.
2. If this position were left vacant, it would cause serious difficulties in meeting legislative or regulatory requirements.
3. If this position were left vacant, it would be detrimental to the health, safety or security of the public.
4. The skills and competencies required to perform this position are highly sought after in the labour market.
5. This position tends to have a high turnover rate.
6. There is a significant likelihood that the incumbent will leave this position within the next 2-3 years.
7. This position would be difficult to fill because it requires specialised expertise and experience that is not readily available in the organisation or the labour market.
8. This position requires a high degree of specialised/corporate knowledge

## **4.2 Identification of available / suitable officers capable of filling critical roles**

In addition to identifying those business critical posts using the methodology outlined above, potential successors need to be identified and the following areas are suggested for appraisal.

i. **Performance** – refers to the employee's current level of performance and whether they are meeting / exceeding their performance goals and objectives set out in their current position and personal development plan.

ii. **Readiness** – reflects an employee's ability to take on greater levels of responsibility in a higher level position or in a more complex role, based on demonstrative behavioural and technical competencies assuming reasonable opportunities for development are available.

iii. **Willingness** – indicates the degree to which the employee has expressed an interest in, and is prepared and willing to assume a new role, as well as the Council's capacity to accommodate this.

## **4.3 Succession plan: Skills Profile**

Successors, once identified, will be asked to complete a 'Skills Profile' document that captures their career and personal aspirations. The profile will tell us more about them, identifying current skills, knowledge, qualifications and experience.

The skills profile comprises of three main elements.

i. **Personal Statement** – this provides an opportunity for potential successors to highlight key strengths and achievements.

ii. **Baseline** – this provides information on career history, skills, qualifications and experience.

iii. **Succession Development Plan** - this will be used to identify and record any gaps in specialist or technical knowledge, skills and experience that may require learning and development interventions.

The Skills Profile is the tool that will identify any gaps in specialist or technical knowledge, skills and experience that may require learning and development intervention to ensure that we have the right skills and competencies to support the officer's succession plan.

It should be noted that selection under succession planning arrangements does not automatically provide a guarantee of any form of release from the individual's substantive role. Whilst it may be necessary to seek temporary release to complete a project or undertake specialist training, this is not available as a right and would require support of the existing line manager. If an individual is refused release from their local line manager, the matter will be referred to the General Management Team, who will then determine whether release is in the greater corporate interest, or whether an alternative development approach would be appropriate.

Should it prove impossible to resolve, then the second placed candidate will be appointed or a further selection process will be undertaken. The decision of the General Management Team in such cases is final and not subject of appeal.

When the anticipated vacancy occurs, it is not permissible to simply select the individual who has been subject to support under the succession planning arrangements. Whilst they will hopefully be a strong candidate having undertaken role specific development, the job will be advertised under normal recruitment arrangements, with selection being based on ability, not potential.

Please indicate the extent to which you agree with the following statements using the 0-5 scale, where 5 means you strongly agree.	Strongly disagree (0)	Disagree (1)	Disagree somewhat (2)	Agree somewhat (3)	Agree (4)	Strongly agree (5)
<b>Essential to service delivery</b> 1. If this position were left vacant, it would cause serious difficulties in delivering on commitments and corporate priorities and achieving operational and strategic goals.						
2. If this position were left vacant, it would cause serious difficulties in meeting legislative, statutory/mandatory or regulatory requirements.						
<b>Public Safety</b> 3. If this position were left vacant, it would be detrimental to the health, safety or security of the public.						
<b>Labour shortage</b> 4. The skills and competencies required to perform this position are highly sought after in the labour market.						
5. This position tends to have a high turnover rate.						
<b>Likelihood of leaving</b> 6. There is a significant likelihood that the incumbent will leave this position within the next 2-3 years.						
<b>Difficult to fill</b> 7. This position would be difficult to fill because it requires specialised expertise and experience that is not readily available in the organisation or the labour market.						
8. This position requires a high degree of specialised/corporate knowledge transfer to ensure continuity in the performance of the function.						
<b>TOTAL CRITICALITY SCORE (SUM OF ALL SCORES)</b>						

Score	Category	
33-40		Critical
25-32		Important
17-24		Discretionary
0-16		Not urgent

## Report of the Strategic Director

### WORK PROGRAMME

#### 1. Purpose of report

To consider items for inclusion in the Work Programme for future meetings.

#### 2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

29 June 2021	<ul style="list-style-type: none"> <li>• Performance Management –Review of Business Plan Outturn (MP)</li> <li>• Updates Mental Health Action Plan</li> <li>• Veterans Interview Scheme – update</li> </ul>
28 September 2021	<ul style="list-style-type: none"> <li>• Performance Management – Review of Business Plan Progress</li> <li>• Update on Organisational Development Strategy</li> <li>• Updates on Mental Health Action Plan</li> </ul>
30 November 2021	<ul style="list-style-type: none"> <li>• Performance Management – Review of Business Plan Progress</li> </ul>
22 March 2022	<ul style="list-style-type: none"> <li>• Business Plans and Financial Estimates 2022/23 - 2024/25</li> </ul>

### Recommendation

**The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.**

#### Background papers

Nil

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