



Monday, 22 November 2021

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 30 November 2021 in the Council Chamber, Council Offices, Foster Avenue, Beeston NG9 1AB, 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: M Hannah (Chair)
R S Robinson (Vice-Chair)
M Brown
L Fletcher
J C Goold
L A Lally
P Lally

H Land
P J Owen
J M Owen
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 5 - 8)

To approve the minutes of the previous meeting held on 28 September 2021.

4. REFERENCES

4.1 Local Joint Consultative Committee

(Pages 9 - 52)

4 November 2021

EVALUATION AND RE-EVALUATION OF POST POLICY

It was noted that there had been a number of changes to the policy to address concerns from the Unions regarding transparency in the Job Evaluation process.

The Committee discussed the HAYE and GLPC pay bands with specific reference to the evaluation process being outsourced for staff at Head of Service levels and above. There was concern that two separate systems were in operation.

It was proposed by Councillor M Radulovic MBE and seconded by Councillor D Grindell that the substantive motion be amended to include a review of the two tier scheme. On being put to the meeting the amendment to the recommendation was carried.

RECOMMENDED to Personnel Committee that the amended Evaluation and Re-evaluation of Posts policy be approved and that there be a review of the two tier pay scheme.

4.2 Local Joint Consultative Committee

(Pages 53 - 66)

4 November 2021

FLEXIBLE RETIREMENT POLICY

It was noted that the Flexible Retirement Policy had been amended to clarify the appeals process. The Committee suggested a number of minor amendments.

RECOMMENDED to the Personnel Committee that the Flexible Retirement Policy, with the suggested amendments, be approved.

5. EMPLOYEE SURVEY 2021-RESULTS

(Pages 67 - 72)

To update the Committee on the results of the Employee Survey which ran in April / May 2021.

6. PERFORMANCE MANAGEMENT -REVIEW OF BUSINESS PLAN PROGRESS (Pages 73 - 78)

To report progress against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

7. PAY POLICY STATEMENT - 2022/23 (Pages 79 - 100)

To enable Personnel Committee to see a copy of the Pay Policy for 2022/23 before it goes to Full Council for approval in March 2022.

8. WORK PROGRAMME (Pages 101 - 102)

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, and 2 of Schedule 12A of the Act.

10. MARKET SUPPLEMENT: PLANNING OFFICERS (Pages 103 - 106)

11. RECRUITMENT AND RETENTION ISSUES AND NEW POSTS (Pages 107 - 112)

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PERSONNEL COMMITTEE

TUESDAY, 28 SEPTEMBER 2021

Present: Councillor M Hannah, Chair

Councillors: R S Robinson (Vice-Chair)
M Brown
L Fletcher
J C Goold
L A Lally
P Lally
H Land
J C Patrick (ex-officio)
C M Tideswell
D K Watts
R D Willimott

Apologies for absence were received from Councillors P J Owen and J M Owen.

15 DECLARATIONS OF INTEREST

There were no declarations of interest.

16 MINUTES

The minutes of the meeting held on 29 June 2021 were confirmed and signed as a correct record.

17 DISABLED FACILITIES GRANT STAFFING

The Committee noted that there had been an increase in the capital allocation awarded to district councils from central government for Disabled Facilities Grants (DFGs) resulting in a number of discretionary grant schemes being introduced, as well as the continuation of mandatory DFGs.

Due to the complex nature and the lengthening time for grants to be processed and the waiting time for potential grant applicants, additional resources were required within the team that deal with these applications.

RESOLVED that:

1. **The permanent appointment of the temporary Grants Case Worker (0.6 FTE) be approved.**
2. **The appointment of a second Grants Officer be approved.**

18 UPDATE ON THE ACTION PLAN FOR THE WELLBEING OF EMPLOYEE MENTAL HEALTH

The Committee noted the progress made in respect of the action plan for the wellbeing of employee mental health.

19 ORGANISATIONAL DEVELOPMENT STRATEGY UPDATE

The Committee noted the progress made in respect of the Organisational Development Strategy.

20 PERFORMANCE MANAGEMENT -REVIEW OF BUSINESS PLAN PROGRESS-SUPPORT SERVICES -HUMAN RESOURCES-OUTTURN REPORT 2020/21

The Committee noted the progress made in achieving the Human Resources Key Tasks within the Resources Business Plans and the outturn performance indicators for 2020/21.

21 WORK PROGRAMME

The Committee consider the Work Programme.

RESOLVED that the Work Programme be approved subject the addition of the Job Evaluation scheme, Agency Staff cost and Staff running cost be added to the Work Programme.

22 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, 2, and 3 of Schedule 12A of the Act.

23 EMPLOYMENT MATTERS

RESOLVED as per the recommendation.

24 APPLICATION FOR VOLUNTARY REDUNDANCY/RESTRUCTURE OF HR SERVICE

RESOLVED that:

1. The request for voluntary redundancy be approved.
2. The HR restructure be approved.

- 25 USE OF CHIEF EXECUTIVE'S URGENCY POWERS TO APPLY A MARKET SUPPLEMENT AND CONVERT FOUR AGENCY ROLES TO TEMPORARY POSTS.

The Committee NOTED the report.

- 26 REVIEW OF SENIOR MANAGER POSTS

RESOLVED that the proposed re-evaluation of the senior managers' roles as detailed within the report be approved subject to the removal and separate review of the Monitoring Officer role.

- 27 USE OF CHIEF EXECUTIVE'S URGENCY POWERS TO GRANT VOLUNTARY REDUNDANCY

The Committee NOTED the report.

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Report of the Executive Director

EVALUATION AND RE-EVALUATION OF POSTS POLICY

1. Purpose of report

To seek the Joint Committee's recommendation of the revised Evaluation and Re-evaluation of Posts policy reflecting feedback from the senior management team, Unions and a review of the policy by Project HR working with East Midlands Councils.

2. Background

A review of the current Evaluation and Re-evaluation of Posts policy was commissioned by the Council in November 2019 and was delivered in July of 2020 (an extract from the report is provided at appendix 1), feedback was also sought from the senior management team. In addition, the Unions have requested changes to the Job Evaluation Panel configuration to allow an appropriately trained Branch Union Representative to be a member of the decision making panel and clarity for employees in respect to attendance at meetings of the panel when re-evaluating their post.

The review completed by Project HR was received by the Council in July 2020, it was a broad review which include the Evaluation and Re-evaluation of Posts Policy. The review highlighted that:

- selecting the Job Evaluation panel from a wide group of senior managers can potentially result in inconsistencies.
- the approach taken by the Council in respect of panel members is one of the common approaches used by organisations but that another approach includes allowing a Union Representative to be a member of the Panel.
- a change to the policy is recommended which allows employees / managers to use, in evidence, comparisons with other internal posts.
- the Council should consider its approach to the use of the scarcity rating arrangement.

The first three points have been addressed within the revised policy, along with the issues raised by senior managers and the Unions, a copy of which can be found in appendix 2. Details of the specific changes proposed can be found in appendix 3. The fourth point has already been addressed in June 2021 as a result of the new Market Supplement policy being adopted by the Personnel Committee.

3. Financial implications

There are no financial implications as a result of the changes proposed.

Recommendation

The LJCC is asked to RECOMMEND the amended Evaluation and Re-evaluation of Posts policy to Personnel Committee.

APPENDIX 1

Extract from report for Broxtowe Borough Council from Project HR

Many Councils use two job evaluation schemes to evaluate all of their jobs. Schemes such as the GLPC scheme and the NJC scheme tend to be less suitable for very senior management and executive roles and the Hay scheme is often used to complete job evaluation from top to bottom in an organisation. As the schemes are used vertically and the switch between one scheme and the other is high in hierarchical terms there is very little concern that an employee from the GLPC scheme would compare themselves to an employee covered by the Hay scheme.

The Council has a comprehensive job evaluation and appeal policy for both schemes that covers employee and management led job evaluation requests. The process described is fairly typical within a local authority setting. However, the following comments are made:

- The process involves relatively high-level officers. Two or three Heads of Service are used for JE panels and Heads of Service and/or Chief Officers are used for appeal panels. The pool of evaluators is quite large – whilst this arrangement draws on the experience of a wide range of evaluators it does have some issues too. As the number of evaluations per year is relatively low, evaluators can find it difficult to keep their job evaluation knowledge and skills up to date (i.e. they can become a bit ‘rusty’). Having a wide pool of evaluators can also lead to inconsistent evaluations as different evaluators interpret the scheme and local conventions differently. Reducing the number of evaluators increases consistency of job evaluation outcomes.
- Different Councils adopt different approaches to job evaluation. The three usual approaches are i) to hold a job evaluation panel (either with or without [JE] trained union representatives); ii) to hold a panel with a union ‘observer’; or iii) to hold a panel without union involvement and then send the JE outcomes to the union for comments/challenge – within a specific time period (usually less than one week)
- It is common practice that JE panels involve at least one officer from HR, but this is not strictly necessary. All that is required is that the people involved in evaluations are trained and competent in the use of the scheme and do not have any conflict of interest with the job being evaluated.
- The policy states in several places (section 3.2, page 9 – second paragraph; section 3.6, page 12 – second paragraph; section 4.3, page 14 – third paragraph; section 8.1, page 18 – third paragraph; section 9, page 19 – third paragraph; section 10.2, page 21 – third paragraph) that comparison with other posts, internal or external, is not allowed. Whilst I agree that comparing to external posts should not form part of an evaluation, I think that internal comparison is valid for several reasons. Firstly, job evaluation is about creating a fair and robust rank order of jobs that can be used to develop and maintain a grade structure. I therefore think that if an employee can ‘see’ another job that is comparable to theirs, which is graded higher, it is fair to cite that as a reason or evidence of potential grade change. Secondly, equal pay legislation includes a comparison of ‘work of equal value’ so, as long as there is a difference of gender, citing another post within the organisation is used in law. I therefore think it is incongruous not to allow a comparison to an internal post. Lastly, job evaluation should be seen to be fair and consistent. Not allowing an internal comparison may undermine how the scheme and process are viewed by employees and the integrity of the grading structure.

- Scarcity Rating – It is noted that East Midlands Councils have provided a more detailed report on this aspect of the pay arrangements. The policy states that either a 5% or 10% increase is applied to the job evaluation score if certain recruitment difficulties are experienced. I have never seen this approach before. It is usual practice that a reward

problem (not being able to recruit) needs a reward solution and not a job evaluation solution. Generally, in situations where an employer cannot recruit, market data is gathered and then compared to the salary offered. If there is a significant gap that is considered to be a major factor in the recruitment difficulty then a temporary market supplement is agreed. I cannot see the point in limiting a job evaluation score increase to either 5% or 10% - this is likely to cap any increase at one grade. At the end of the day if the Council needs to recruit a particular post and the market rate significantly exceeds the job evaluation outcome then the Council needs to pay a market supplement to 'bridge the gap' and not limit any increase – otherwise the recruitment problem may persist.

REFERENCE

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EVALUATION AND RE-EVALUATION POST POLICY AND PROCEDURES

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Evaluation and Re-evaluation of Posts Policy

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1.0 Scope

This policy applies to all posts, of Broxtowe Borough Council.

2.0 Purpose

The pay and grading of jobs must be fair and non-discriminatory, complying with equal pay legislation and associated codes of practice. In order to meet these objectives, Broxtowe Borough Council uses the Greater London Provincial Council (GLPC) Job Evaluation Scheme for all posts up-to Head of Service (HoS) level and the Hay Scheme for Heads of Service and above.

In 2008, Cabinet approved the Hay Job Evaluation scheme for senior officers as the GLPC scheme was not sufficiently refined enough to differentiate between the responsibilities that existed within Heads of Service posts and thereby potentially leading to inequalities.

Both JE systems continue to be used in conjunction with the job description and person specification to provide a standardised and methodical process of measuring the relative value of posts in order to assign each post to the Council's Broxtowe Local Pay Scale (BLPS).

This document outlines the procedures to be adopted for both GLPC and Hay evaluated posts when amendments are required to job descriptions or person specifications; creating a new or temporary post and where a re-evaluation of posts is required. It also links to other associated procedures relating to pay (e.g. Honorary/Acting Up Payments policy).

The Council's recognised trade unions have been consulted on this document and support the procedures contained within it.

3.0 Policy and Procedures

SECTION A - GLPC EVALUATED POSTS – POSTS UP TO BUT NOT INCLUDING HEADS OF SERVICE

3.1 General Principles

Whilst a relatively consistent approach is used to evaluate all posts across the Council, there are some differences between GLPC evaluated posts and Hay evaluated posts. This section is focussed on GLPC posts with a later section dedicated to Hay posts.

3.1.1 Job Descriptions and Person Specifications

The job description and person specification provide a clear outline of the main duties of a role and the requisite knowledge and skills required in order to carry out

Evaluation and Re-evaluation of Posts Policy
the duties effectively. Within the JE process, these documents are used to clarify employer expectations and measure job outcomes.

3.1.2 Maintenance of Job Documents

Job descriptions and person specifications should be reviewed annually as part of the formal personal development review process. The Payroll and Job Evaluation section holds all of the Council's job descriptions and person specifications and these cannot be amended by senior managers/Heads of Service without consultation with HR, Payroll and Job Evaluation and the relevant Chief Officer first.

Any changes to a role should be identified and discussed at the earliest opportunity between the employee(s) and their manager. It is the manager's responsibility to confirm whether the changes are a temporary or permanent feature of the job and they should not allow employees to take on additional responsibilities over a period of time without taking into consideration the effect this may have on the grading of a post.

Managers should be clear with employees where additional temporary duties are provided as development opportunities (see section 3.1.5 Development Opportunities). Where employees raise a concern in such circumstances, managers should re-iterate to the employee the nature of this type of agreement. Alternatively, managers may need to give consideration to reapportioning these additional duties or higher-level responsibilities to other more suitably graded employees.

Where permanent changes to the job role have been identified and agreed, the amendments will be classified as either a minor or major change.

3.1.3 Minor Job Changes

A minor change to job documents is very common and variations in duties will undoubtedly occur from time to time.

A minor change can be defined as the addition, deletion or amendment of a duty that requires the same level of knowledge, skills or experience as the other listed duties e.g. the amendments do not change the general character of the post, duties or the level of responsibilities entailed.

Examples of minor changes could include:

- additional knowledge requirements e.g. implementing a new piece of legislation where the post holder already implements legislation;
- developing plans or solutions with the same time scales;
- new contractual negotiations where this duty is undertaken already on other contracts;
- using a replacement IT system which requires the same use of dextrous skills;
- developing additional service policies;

- the requirement to carry a new piece of equipment of a similar value;
- similar additional administration processes;
- additional supervisor responsibilities that still fall within the range detailed in the JE conventions.

This list is not exhaustive.

A minor change will not require the post to go through the full re-evaluation process. The job description and person specification will be updated as identified, agreed by the post holder and Senior Manager through Payroll and Job Evaluation section, and assessed to confirm that the JE score is un-affected. The final document will be issued to the post holder(s) and line manager to be authorised with an amended effective date.

3.1.4 Major Job Changes

Jobs within the Council could undergo a major change as a result of the requirement to provide additional services, an internal restructure, the transfer of services to/or from an external contractor or from operational changes.

Major job changes should normally arise from an action by the Council or a HoS /Chief Officer and should be addressed as part of the Business Planning process whereby all workforce implications including change management issues are considered. The financial implications of any major job changes would also then be reflected in reports to the Personnel Committee, which are Chief Officer driven.

Major changes can be defined as changes to the nature of the job which require an increased or decreased level of knowledge, experience, skills or physical effort in order to fully undertake the revised duties.

Examples of major changes could include:

- addition of supervisory/managerial responsibilities where there are currently none, or where the number exceeds the existing GLPC range, or the removal of supervisory/managerial responsibilities;
- additional or removal of equipment/ data systems/ stock/ plant handling responsibilities;
- requirement to develop new policies where not previously undertaken;
- deletion of training or advocacy duties;
- increased level of decisions/problem solving required;
- loss of posts due to voluntary or compulsory redundancy which then impacts on posts within the same area/section.

This list is not exhaustive.

Major changes to a post will follow the Management Review process (see section 3.3).

Note: Major changes to a post could affect other posts within the section or other sections of the Council, which will then require re-evaluations of those posts. This process would then be led by the relevant HoS.

3.1.5 Development Opportunities

It is often common practice for managers to offer employees some temporary additional duties and/or responsibilities to support their personal and career development. Where this happens managers must ensure that they make it clear from the beginning that it is not intended that these duties will be incorporated into the substantive duties of the post and that, unless it qualifies for an honoraria payment (refer to the Council's Honoraria and Acting Up Policy), these additional duties will not attract an additional financial payment (or be supported through a re-evaluation application) and would be undertaken on an entirely voluntary basis.

Development opportunities should only be offered for a specific time frame, be for a specific project or piece of work to be undertaken in addition to the employee's normal duties and should not last any longer normally than a period of 6 months, unless in exceptional circumstances. Managers must ensure that the requirements and expectations for employees undertaking development opportunities are provided at the outset, with a copy provided to HR for the employee's personal file.

Managers must undertake a review of the development opportunity no later than 3 months from its commencement to ensure that all parties are satisfied to continue with the opportunity and that the employee is receiving genuine development. Confirmation from this review discussion must be sent to HR.

These development opportunities will not be incorporated into job descriptions as they do not form the basis of a substantive post and do not represent a permanent change to the duties of the post.

3.2 Evaluation Procedures – GLPC

3.2.1 Employee Initiated Evaluation - General Principles

Where an employee believes that their post has developed over time and has resulted in significant changes to the duties and responsibilities of the post, he/she can initiate a request for a review of the post.

Employees requesting a re-evaluation of their post must have been in post for at least twelve months and their post must not have been evaluated within the previous twelve months. The post holder must be able to demonstrate that there have been changes to their duties and responsibilities since the post was last evaluated which are significant enough to potentially justify a higher factor level (it may not increase the grade).

Forthcoming or anticipated changes to duties will not be considered when assessing an application for re-evaluation as these changes might not actually materialise.

An increase in duties/tasks, i.e. 'more of the same', is not grounds for a re-evaluation of a post unless the increase is of such a level that the post becomes significantly and materially different (see section 3.1.4 Major Job Changes).

When a post is re-evaluated, all the factors and scores will be reviewed in order to maintain the integrity of the pay and grading structure. Applications for re-evaluation could then result in jobs being downgraded as well as upgraded.

Copies of all relevant correspondence relating to the re-evaluation application will be held on the JE section of the HR system in-line with corporate guidelines for data retention.

3.2.2 Employee Initiated Evaluation - Informal Stage

The request should be submitted in writing to the employee's senior manager using the "Application for Evaluation Form – GLPC Posts". This form requires the post holder to clarify the current duties and responsibilities in accordance with the GLPC factors. The form also requires the post holder to submit a proposed revised draft job description/person specification, or provide a list of additional duties or job changes for discussion. The senior manager/HoS must then hold a meeting with the employee at the earliest opportunity to discuss the application. The employee may be accompanied at the meeting by their union representative or a work colleague.

The purpose of the meeting is to review the information provided by the post holder, to clarify the full details of the submission and to verify the duties contained in the revised job description.

The outcomes of this discussion are to:

- try to reach agreement about the content of the job;
- establish whether any changes are intended to be permanent;
- identify whether any changes are temporary and/or were provided as development opportunities.

Where the manager confirms that any changes identified are permanent, the manager and employee should then seek to agree an appropriate revision to the job description.

The manager should also confirm whether they consider the changes to be minor changes or major changes.

Where the manager identifies that any changes that have occurred are not to be a permanent responsibility of the post, the manager (in conjunction with the HoS/Chief Officer) may investigate the possibility of an honoraria payment for the period where the duties have been undertaken and reduce the overall balance of work of the post back to a level appropriate to the substantive grade. (Refer to the Council's Honoraria/Acting Up Payments Policy).

The employee must also be able to provide evidence that the new or changed duties are being undertaken and the date that the role/duties changed. An employee cannot use comparisons with other jobs outside of the organisation as part of their evidence.

The HoS may supply any additional information to support the evaluation request. The form must be signed by the post holder(s), senior manager and HoS prior to submission to the Payroll and Job Evaluation section and the relevant Chief Officer must also be informed.

In the event that agreement cannot be reached over changes to the role and/or job description, the senior manager/HoS must seek guidance from HR with the aim of achieving an agreement. Where this still cannot be achieved, the HoS/Chief Officer should meet with all parties to seek an agreement wherever possible.

If agreement still cannot be reached, then the post holder will be advised in writing by the HoS that the post cannot be supported by management for re-evaluation and the reasons why. The HoS will also need to confirm this on the employee's 'Application for Re-evaluation Form'. These reasons could include:

- the manager believes that no permanent change has occurred to the job;
- the manager agrees that changes have occurred to the job but these changes represent only a minor job change (see section 3.1.3 Minor Job Changes).

A copy of the letter and the Application Form should be sent to HR to be retained on the employee's personal file and the JE file for the job. However, the employee, may still seek to move to the formal stage of the process (see below).

3.2.3 Employee Initiated Application – Formal Stage

Following the informal stage, a post holder may pursue a re-evaluation by formally submitting their Application for Re-evaluation Form to Payroll and Job Evaluation, even where their initial submission has not been fully supported by their senior manager/HoS.

If there is more than one person in a post, only one re-evaluation form should be submitted but this must be signed by all the post holders who wish to pursue the re-evaluation.

Where an employee's post is one of several in a discrete job group, the senior manager/HoS will be required to confirm whether the changes described apply to all jobs in the group or just to an employee's individual post. Where it applies only to an individual post, this post will become a new discrete job and will be subject to a new and separate evaluation.

Where a post holder has submitted a re-evaluation form, and the outcome of the application could affect other post holders who are not involved in the submission but fall within the same job group, Payroll and Job Evaluation will notify and advise them of the re-evaluation application and the potential outcomes that could arise.

Once a formal application for re-evaluation has been received by Payroll and Job Evaluation, the JE Analyst will review all of the paperwork within twenty working days (in exceptional circumstances this stage may take longer in which case the JE Analyst will advise all parties and confirm the reasons why and also a date when they will expect to have completed their review) of receipt and may arrange a meeting with the post holder(s) and manager/HoS to clarify the details within the application in accordance with the GLPC factors.

3.2.4 Attendance at the JE Panel

All required parties will be given a minimum of five working days' notice in advance of the time and date of the meeting. The JE panel will consist of a Chief Officer, two HoS, Payroll and Job Evaluation Manager, and a Branch Union Representative from one of the recognised Unions. The Chair of the panel will be the Chief Officer or in their absence a HoS. The panel will be quorate provided 3 members of the panel are present. The Chair will have a casting vote when the decision is hung. Members of the panel must maintain their training on the GLPC scheme. Members of the panel will not normally review applications from direct reports.

The relevant senior manager/HoS will be required to attend the meeting to provide any further information required by the panel or to clarify any points.

Post holders will be given the opportunity to attend. Post holders are not required to attend if they do not wish to attend. They will be advised of their right to be accompanied by a trade union representative or work colleague. The representative's role will be to support the employee but not to answer questions on their behalf.

Where there is a joint re-evaluation submission, a maximum of two of the post holders within the group, together with up to two union representatives (one from each recognised trade union, if applicable) may attend the meeting.

3.2.5 The JE Panel Process

An evaluation panel will be required to review the information presented to them by the JE Analyst. Where there are one or two applications, the JE Analyst may arrange for the posts to be reviewed at the next regular JE panel meeting. Where there are several posts to be evaluated, the JE Analyst will organise a specific JE panel.

Further information or clarification may also be sought from the relevant senior manager/HoS regarding their reasons for supporting/not supporting the employee's re-evaluation submission at the informal stage. They will also be invited to the meeting and asked to provide any further information required by the panel or to clarify any points.

Where there are a number of posts to be evaluated, the panel will look at appropriately grouped posts and will evaluate them hierarchically, starting with the most senior post and cascading down the organisation structure.

The panel chair, after introduction, will set out the purpose and the process to be followed. The meeting will be recorded to enable accurate notes to be taken.

The employee will be given the opportunity to present their case in support of their re-evaluation submission. Members of the JE panel may ask questions in order to gain further clarity.

The panel chair will sum up before the panel deliberates the case in private. In order for a factor score to be amended, there must be unanimous agreement or a majority decision. Additional information or clarification of evidence can be requested by the panel until agreement can be achieved.

The employee (and representative) and manager may be re-called if there are any points that need to be clarified.

The outcome of the re-evaluation meeting will be confirmed in writing to the employee(s) and manager by Payroll and Job Evaluation within five working days of the date of the decision.

The outcome of the re-evaluation meeting will be one of the following:

- no changes are agreed to the existing evaluation
- individual factors within the evaluation change, but this does not result in a change to the grade of the post or the salary
- individual factors change to an extent where the grade of the post is affected. This could mean an increase or decrease in the factor scores and subsequent effect upon the salary. (See section 3.4)

3.2.6 Appeals

An employee will have the right to appeal against the decision of the panel following an Employee Initiated Evaluation and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information.

The employee must write to the Payroll and Job Evaluation Manager or nominated deputy within five working days of receipt of the written outcome letter from the JE panel. The employee will be required to state the reasons for the appeal and why they believe the JE panel did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts outside of the organisation will not be acceptable.

3.2.7 The JE Appeals Panel

Where the conditions of appeal from the first JE panel are met by an employee, a JE appeal will be heard by GMT and a Union Representative and will be convened at the earliest opportunity. The panel will be quorate provided 3 members of the panel are present.

The GMT will receive the original panel pack, the letter of appeal, the panel decision and a report presented by the Chair of the panel explaining the reason(s) for the decision. The GMT will maintain their training in the GLPC scheme.

For a decision to be reached there must be unanimous agreement or a majority decision. Additional information or clarification of evidence can be requested until an agreement is achieved. This decision may be different from the original JE panel. The decision of the JE appeals panel will be final.

The outcome of the appeal meeting will be confirmed in writing to the employee(s) within five working days of the date of the decision.

Once the evaluation process is completed, an employee will not be entitled to submit another re-evaluation application for a minimum period of twelve months from the date of the last panel decision. This does not however preclude a subsequent management instigated review of the post being undertaken.

3.3 Management Reviews

3.3.1 Management Review – General Principles

It is the on-going responsibility of management to identify the business case for any significant changes in job roles that may justify a re-evaluation of a post.

Where changes are being made to an existing post or posts, and where an existing employee or employees will be required to undertake the proposed revised duties in future, the HoS at the earliest opportunity must consult with HR, Job Evaluation and Payroll and the employee(s) affected with the proposed amendments to the job description and person specification. The trade unions must also be fully consulted on any proposals.

All management reviews, including those where new posts are being created, must in the first instance, be presented in a report to the Council's General Management Team (GMT) (which may be a draft Personnel Committee report) to outline their proposals and requirement, as there may be wider implications of the proposed changes on other areas across the council.

Following GMT approval, the HoS/Chief Officer must prepare revised job description(s), person specification(s) and organisational structure amendments and discuss the proposed changes with HR and Payroll and Job Evaluation to enable an initial evaluation to be undertaken by a JE Analyst.

The HoS/Chief Officer will be required to attend a JE panel to answer specific questions relating to the GLPC factors. Where there are employees in post, they may also attend the panel meeting if they wish. The unions will also be notified and may attend to observe the process or to support the employee if they are a union member.

The evaluated job documents, JE score and grade will be confirmed either in a report to Personnel Committee, or to the Chief Executive under delegated powers.

3.3.2 Temporary Posts

A post that is required for a fixed-term or temporary period of up to two years can be reviewed initially by a JE Analyst. The senior manager/HoS should produce the draft job description, person specification and job advert and discuss with the JE Analyst for evaluation. The temporary post will be moderated and signed off at the next available JE panel where the senior manager/HoS would be required to attend to answer any specific questions.

Where a post has been created and approved by Personnel Committee, and then subsequently filled, it may require a further review after the post holder has been in place for several months to further substantiate some or all of the JE factor scores.

3.3.3 Management Review Appeal

An employee will have the right to appeal against the decision of the panel following a Management Led Re-evaluation and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information.

The employee must write to the Payroll and Job Evaluation Manager or nominated deputy within five working days of receipt of the written outcome letter from the JE panel. The employee will be required to state the reasons for the appeal and why they believe the JE panel did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts outside of the organisation will not be acceptable.

Senior Managers or Heads of Service are able to appeal the outcome of a post that is currently vacant, although there is also the option for review 6 months after somebody has in post.

3.4 Effective Date of Score Change/ Re-Grade

3.4.1 Score Change within the Same Grade

Following a full evaluation, factor levels may be changed as a better reflection of the job however the grade remains the same. The changes and any recommendations as applicable will be recorded on the JE systems and amended job documents will be confirmed, effective from the date of the JE panel meeting.

3.4.2 New Grade and Pay Progression

The effective date for posts that have been re-graded will be as follows:

- the date HR received the completed Application for Re-evaluation Form at the Formal Stage for Employee Applications

- the date of the Personnel Committee report, or an alternative date where specified within the report, or date of Chief Executive's signature under delegated powers will be the effective date of any increased grade for Management Reviews

Where a post has been re-graded to a higher grade, the post holder(s) will be assimilated into the new grade at the bottom spinal column point.

The normal pay progression rules will then apply, with further increments effective from 1 April (see note below) of the respective year subject to satisfactory performance and the completion of the annual Personal Development Review (PDR). If no PDR is held, an employee will not be automatically entitled to receive an increment (if applicable).

*Note: Where a post has been re-evaluated to a higher grade and the post holder has received an increment during October-March, they will then receive their next increment six months from the date of increment, and not on 1 April. All future increments (if available) will then be paid on 1 April each year thereafter.

Any grade changes that are not reported through Personnel Committee will be confirmed by Payroll and Job Evaluation to the Chief Accountant so that employee budgets can be adjusted accordingly.

3.4.3 Pay Protection and Downgrading

Where a post is downgraded as a result of a re-evaluation, the post holder will be eligible for salary protection for a period of one year from the effective date of the change (the first or second JE panel meeting or Personnel Committee report as applicable). During this period no annual pay awards will be payable and the salary will be frozen at the grade and spinal column point applicable at the time of the decision. If during the one year pay protection, the top spinal column point of the new grade is equal to or exceeds the protected salary grade, the protection will cease and the higher salary will be payable from that date.

3.5 Apprentice and Trainee Posts

In order to assist with recruitment and workforce succession planning within the Council, managers may wish to consider the development of an apprentice or trainee job.

Where an apprentice job is created, it should be shown as a new post on the establishment list on a fixed term basis and should be explicitly linked to the Council's formal apprenticeship programme. As with all new jobs, apprentice jobs will be considered as a new discrete role and will be paid grade 2 within the Broxtowe Local Pay Scale rather than any of the national Local Government apprenticeship rates.

A trainee job could be created on the basis of a temporary reduction in, for example, the level of responsibilities, decision-making and/or professional knowledge required of the post holder in a particular job. Therefore, a specific development programme should be prepared for the trainee in order to provide the employee with the

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necessary skills, knowledge and experience in order to undertake the duties of the substantive job at the end of the trainee period (if the substantive post is available). Trainees will only be able to transfer to the substantive job (if available), and requisite job description and grade, when these requirements have been satisfied. The substantive job will have a separate job description and JE grade to the trainee post.

Assimilation into the apprentice or trainee position will normally be at the bottom of the grade.

The trainee period should not be any longer than two years from appointment unless exceptional circumstances exist and the specific requirements for progressing from the trainee post to the substantive post must be explicit at the time of appointment. For example, this could be linked to either the attainment of a professional qualification or relevant training or practical experience.

SECTION B – HAY EVALUATED POSTS (HEAD OF SERVICE AND ABOVE)

3.6 General Principles

The Hay Scheme is used to evaluate posts at HoS level and above.

3.6.1 Job Descriptions and Person Specifications

The job description and person specification provide a clear outline of the main duties of a role and the requisite knowledge and skills required in order to carry out the duties effectively. Within the JE process, these documents are used to clarify employer expectations and measure job outcomes.

3.6.2 Maintenance of Job Documents

Job descriptions and person specifications should be reviewed annually as part of the formal personal development review process. The Payroll and Job Evaluation section holds all of the Council's job descriptions and person specifications and these cannot be amended without Payroll and Job Evaluation consultation first.

3.6.3 Changes to Job Roles

Any changes to a job role should be identified and discussed at the earliest opportunity. It is Chief Officer/Chief Executive's responsibility to confirm whether the changes are a temporary or permanent feature of the job and they should not allow employees to take on additional responsibilities over a period of time without taking into consideration the effect this may have on the grading of a post.

Where permanent changes to the job role have been identified and agreed, advice from Payroll and Job Evaluation should be sought as to whether the amendments will require a formal re-evaluation by a Hay Consultant.

3.7. Employee Initiated Evaluation - General Principles

Where an employee believes that their post has changed and has resulted in significant changes to the duties and responsibilities of the post, he/she can initiate a request for a review of the post.

Employees requesting a re-evaluation of their post must have been in post for at least twelve months and their post must not have been evaluated within the previous twelve months. The post holder must be able to demonstrate that there have been changes to their duties and responsibilities since the post was last evaluated which are significant enough to potentially justify a higher factor level (it may not increase the grade).

Forthcoming or anticipated changes to duties will not be considered when assessing an application for re-evaluation as these changes might not actually materialise.

When a post is re-evaluated, all the factors and scores will be reviewed in order to maintain the integrity of the pay and grading structure. Applications for re-evaluation could then result in jobs being downgraded as well as upgraded.

Copies of all relevant correspondence relating to the re-evaluation application will be held on the JE section of the HR system in-line with corporate guidelines for data retention.

3.7.1 Employee Initiated Evaluation - Informal Stage

The request should be submitted in writing to the relevant Chief Officer/Chief Executive using the "Application for Evaluation Form – Heads of Service/Chief Officers Hay Scheme". This form requires the post holder to clarify the current duties and responsibilities in accordance with the Hay factors. The form also requires the post holder to submit a proposed revised draft job description/person specification, or provide a list of additional duties or job changes for discussion. The Chief Officer/Chief Executive must then hold a meeting with the post holder at the earliest opportunity to discuss the application where they may be accompanied by their union representative or work colleague.

The purpose of the meeting is to review the information provided by the post holder, to clarify the full details of the submission and to verify the duties contained in the revised job description.

The outcomes of this discussion are to:

- try to reach agreement about the content of the job;
- establish whether any changes are intended to be permanent;
- identify whether any changes are temporary and/or were provided as development opportunities.

Where the Chief Officer/Chief Executive confirms that any changes identified are permanent, the Chief Officer/Chief Executive and employee should then seek to agree an appropriate revision to the job description.

Where the Chief Officer/Chief Executive identifies that any changes that have occurred are not to be a permanent responsibility of the post, the Chief Officer/Chief Executive may investigate the possibility of an honoraria payment for the period where the duties have been undertaken and reduce the overall balance of work of the post back to a level appropriate to the substantive grade. (Refer to the Council's Honoraria/Acting Up Payments Policy).

The post holder must also be able to provide evidence that the new or changed duties are being undertaken and the date that the role/duties changed. Comparisons with other jobs outside of the organisation will not be considered as part of the evidence.

The form must be signed by the post holder(s) and Chief Officer/Chief Executive prior to submission to HR.

In the event that agreement cannot be reached over changes to the role and/or job description, the Chief Officer/Chief Executive must seek guidance from the Payroll and Job Evaluation Manager with the aim of achieving an agreement.

If agreement still cannot be reached, then the post holder will be advised in writing by the Chief Officer/Chief Executive that the post cannot be supported further for re-evaluation and the reasons why. These reasons could include:

- the Chief Officer/Chief Executive believes that no permanent change has occurred to the job;
- the Chief Officer/Chief Executive agrees that changes have occurred to the job but these changes represent only a minor job change

A copy of the letter and the Application Form should be sent to Payroll and Job Evaluation to be retained on the employee's personal file and the JE file for the job. The employee, however, may still seek to move to the formal stage of the process (see below).

3.7.2 Employee Initiated Application – Formal Stage

Following the informal stage, a post holder may pursue a re-evaluation by formally submitting their Application for Evaluation Form to HR, even where their initial submission has not been supported by their Chief Officer /Chief Executive.

Once a formal application for re-evaluation has been received by Payroll and Job Evaluation. The Payroll and Job Evaluation Manager will acknowledge receipt of the paperwork within five working days. The external Hay Consultant will then be contacted and the relevant paperwork sent, in order for an evaluation to take place.

A meeting between the post holder, the Chief Officer/Chief Executive, the Hay Consultant and Payroll and Job Evaluation Manager will then be convened at the

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earliest opportunity. All required parties will be given a minimum of five working days' notice in advance of the time and date of the meeting.

The post holder will be advised of their right to be accompanied by a trade union representative or work colleague at the meeting. The representative's role will be to support the post holder but not to answer questions on their behalf.

After the meeting, the Hay Consultant will, as soon as possible thereafter, provide the Payroll and Job Evaluation Manager with the outcomes of the evaluation. The outcome of the re-evaluation will be one of the following:

- no changes to the existing evaluation;
- individual factors within the evaluation change, but this does not result in a change to the grade of the post or the salary;
- individual factors change to an extent where the grade of the post is affected. This could mean an increase or decrease in the factor scores and subsequent effect upon the salary.

Within five days of the receipt of the Hay consultant's report, the Payroll and Job Evaluation Manager will write to confirm the outcome of the JE review.

3.8 Appeals

The post holder will have the right to appeal against the decision of the panel following an Employee Initiated Evaluation and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information. The appeal for Hay evaluated posts will then be re-evaluated by a second Hay Consultant who was not involved with the first evaluation review.

The post holder must write to the Payroll and Job Evaluation Manager or nominated deputy within five working days of receipt of the notification of the Hay evaluation outcome. The post holder will be required to state the reasons for the appeal and why they believe the Hay consultant did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts outside of the organisation will not be acceptable.

3.8.1 The Appeals Process

Where the conditions of appeal following the first Hay JE review are met by an employee, a further review by a different Hay Consultant will then be convened at the earliest opportunity by the Payroll and Job Evaluation Manager.

The post holder and their representative (trade union or work colleague) will be entitled to attend and present their evidence. The relevant Chief Officer/Chief Executive will also be required to attend. New or additional evidence of changes to a job will not be considered at the appeal stage.

The outcome of the appeal meeting will be confirmed in writing by the Payroll and Job Evaluation Manager to the employee(s) within five working days of the receipt of the Hay Consultant's report.

Once the evaluation process is completed, the post holder will not be entitled to submit another re-evaluation application for a minimum period of twelve months from the date of the last Hay consultant review. This does not however preclude a subsequent management instigated review of the post being undertaken.

3.9 Formal Establishment Review – General Principles

It is the on-going responsibility of senior management to identify the business case for any significant changes in job roles that may justify a re-evaluation of a post.

3.9.1 Review of Hay Evaluated Posts

Where changes are being made to an existing post or posts, and where an existing employee or employees will be required to undertake the proposed revised duties in future, the Chief Officer/Chief Executive at the earliest opportunity must consult with the Payroll and Job Evaluation Manager and the employee(s) affected with the proposed amendments to the job description and person specification. The trade unions must also be fully consulted on any proposals.

All establishment reviews must in the first instance be presented in a report to the Council's General Management Team (GMT) (which may be a draft Personnel Committee report) to outline the proposals and requirement, as there may be wider implications of the proposed changes on other areas across the council.

Where a HoS, Chief Officer or Deputy Chief Executive post becomes vacant, it is the responsibility of the Chief Officer and/or Chief Executive to review the existing job documents to identify any changes, prior to submitting any request to Personnel Committee to fill the post. Where the Chief Executive post becomes vacant, the Deputy Chief Executive and Leader of the Council in consultation with the Payroll and Job Evaluation Manager will review the existing job documents to identify if any amendments are required.

Note: Where the amendments are agreed by the Chief Officer/Chief Executive/Leader of the Council and Payroll and Job Evaluation Manager to be minor changes, the job documents will be updated and there will not be any need for a full Hay JE evaluation to be undertaken.

Where major changes to roles have been identified, the Payroll and Job Evaluation Manager will contact and discuss the amendments with the Hay Consultant, and arrange a JE panel with the Hay Consultant, Chief Executive and Deputy Chief Executive. The Leader of the Council would be required to attend the panel in place of the Chief Executive where it is the Chief Executive post that is vacant. The Payroll and Job Evaluation Manager will be required to attend the meeting but will not be a member of the JE panel. The JE Analyst will be present to record accurate notes of the meeting. Where there are employees in post, they may also attend the meeting if they wish. The unions will also be notified and may attend to observe the process or to support the post holder if required.

Following confirmation of the outcome of the evaluation(s) from the Hay Consultant, the evaluated job documents and pay grade should then be confirmed in a report to Personnel Committee.

Whilst employees have the right to appeal against a decision made by the Hay Consultant following an employee initiated evaluation application, there is no right of appeal in relation to a grading where an employee has been appointed into a new post or assimilated into a redesigned post as part of an establishment review and there has been a Personnel Committee report to support this.

3.9.2 Appeals

The post holder will have the right to appeal against the decision of the panel following a Formal Establishment Review and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information. The appeal for Hay evaluated posts will then be re-evaluated by a second Hay Consultant who was not involved with the first evaluation review.

The post holder must write to the Payroll and Job Evaluation Manager or nominated deputy within five working days of receipt of the notification of the Hay evaluation outcome. The post holder will be required to state the reasons for the appeal and why they believe the Hay consultant did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts outside of the organisation will not be acceptable.

3.9.3 The Appeals Process

Where the conditions of appeal following the first Hay JE review are met by an employee, a further review by a different Hay Consultant will then be convened at the earliest opportunity by the Payroll and Job Evaluation Manager.

The post holder and their representative (trade union or work colleague) will be entitled to attend and present their evidence. The relevant Chief Officer/Chief Executive will also be required to attend. New or additional evidence of changes to a job will not be considered at the appeal stage.

The outcome of the appeal meeting will be confirmed in writing by the Payroll and Job Evaluation Manager to the employee(s) within five working days of the receipt of the Hay Consultant's report.

Once the evaluation process is completed, the post holder will not be entitled to submit another re-evaluation application for a minimum period of twelve months from the date of the last Hay consultant review. This does not however preclude a subsequent management instigated review of the post being undertaken.

3.10 Effective Date of Score Change/ Re-Grade

3.10.1 Score Change within the Same Grade

Following a formal evaluation, factor levels may be changed as a better reflection of the job however the grade remains the same. The changes and any recommendations as applicable will be recorded on the JE systems and amended job documents will be confirmed, effective from the date of the JE panel meeting.

3.10.2 New Grade and Pay Progression

The effective date for posts that have been re-graded will be as follows:

- the date HR received the completed Application for Evaluation Form at the Formal Stage for Employee Applications
- the date of the Personnel Committee report, or an alternative date where specified within the report, will be the effective date of any increased grade for Establishment Reviews

Where a post has been re-graded to a higher grade, the post holder(s) will be assimilated into the new grade at the bottom spinal column point.

The normal pay progression rules will then apply, with further increments effective from 1 January thereafter subject to satisfactory performance and the completion of the annual Personal Development Review (PDR). If no PDR is held, an employee will not be automatically entitled to receive an increment (if applicable).

*Note: Where a post has been re-evaluated to a higher grade and the post holder has received an increment between July-December, they will then receive their next increment six months from the date of increment, and not on 1 January. All future increments (if available) will then be paid on 1 January each year thereafter.

3.10.3 Pay Protection and Downgrading

Where a post is downgraded as a result of a re-evaluation, the post holder will be eligible for salary protection for a period of one year from the effective date of the change (the first or second Hay evaluation meeting or Personnel Committee report as applicable). During this period no annual pay awards will be payable and the salary will be frozen at the grade and spinal column point applicable at the time of the decision. If during the one year pay protection, the top spinal column point of the new grade is equal to or exceeds the protected salary grade, the protection will cease and the higher salary will be payable from that date.

SECTION C – ALL POSTS

3.11 Accountabilities

3.11.1 Payroll and Job Evaluation Manager (or nominated deputy)

The Payroll and Job Evaluation Manager or nominated deputy is responsible for the implementation and long term management of the Council's job evaluation schemes. The Payroll and Job Evaluation Manager is also responsible for:

- undertaking an annual equal pay audit, in consultation with the trade unions, in order to reduce and remove any potentially discriminatory pay practices;
- undertaking a review of the GLPC scheme and its local conventions every three years to ensure it remains accurate and relevant to the organisation's needs;
- managing a rolling five year JE programme to ensure that all posts are regularly reviewed, relevant to service delivery needs and continue to meet single status requirements;
- ensuring that JE Analysts and JE panel members are fully trained in the GLPC scheme and local conventions.

3.11.2 Payroll and Job Evaluation section

The Payroll and Job Evaluation section is responsible for overseeing the implementation of the Policy and Procedures for Evaluation and Re-evaluation of Posts. All changes to grades and salaries will be processed by the Payroll and Job Evaluation section in conjunction with HR section and confirmed in writing to the employee(s).

The Payroll and Job Evaluation section perform a monthly check on all those in receipt of pay protection.

Additional advice and guidance on the application of this policy will be provided by the relevant officers.

3.11.3 JE Analysts

The JE Analysts will be specifically trained officers who are responsible for the independent evaluation of posts using the GLPC scheme and the local Broxtowe conventions. They will be involved in undertaking evaluations to ensure consistency and fairness. The JE Analysts will also provide advice and guidance to managers, HoS, Chief Officers (and above) and employees about the JE scheme.

Where there are any proposed changes to job descriptions or person specifications following completion of an employee's Appraisal, these must be submitted to the Payroll and Job Evaluation section on the relevant forms (available on the intranet). The relevant senior manager or/and the HoS must also sign off the form together with the employee(s) confirming their agreement to the proposed changes. The JE analyst team will then review the proposed amendments to establish whether they are major or minor changes. Where they are agreed as minor changes, the revised job description and person specification can be adopted. Where it is believed that they could affect the existing JE score and subsequent grade of the post, the JE analyst team will then undertake a further investigation. This could then lead to the employee submitting an application for re-evaluation or a management review.

Whilst some Payroll and Job Evaluation officers and the JE Analyst team may have a working knowledge of the Hay scheme, where questions around re-evaluation of posts arise, then these will normally be referred to a Hay consultant for advice.

3.11.4 Managers

For the purposes of this policy, managers have been defined as senior managers, Heads of Service, Chief Officers or above.

Line managers are specifically responsible for undertaking Appraisals and achieving the timescales set each year. Senior Managers and Heads of Service are responsible for undertaking the informal and formal procedures for employee re-evaluation applications, for agreeing any minor changes to job descriptions with employees, for consulting with post holders affected by any changes to jobs and for discussing any revised job evaluations with the post holders where required.

Heads of Service are responsible for identifying and recommending honoraria or acting up payments. The Payroll and Job Evaluation section will circulate a report to each HoS giving a list of employees due an increment, Heads of Service are responsible for confirming each year that employees have achieved satisfactory levels of service in order to receive an annual increment (if applicable).

All managers are responsible for ensuring that work within their section is allocated appropriately to the grade of individuals and is consistent with the JE of each post. Where changes are made to roles, these should be deliberate and planned rather than evolutionary with managers ensuring that they are aware of, prepared for and understand the consequences of any changes made.

All HoS and Chief Officers are required to attend JE training and must maintain their JE knowledge through regular attendance at JE panels or through attending refresher training.

In the case of appeals, managers could be asked to provide more detailed information around the changes to the posts suggested by the post holder.

3.11.5 Trade Union Representatives

Trade union representatives can support employees in completing their re-evaluation and appeal letters and can also accompany employees to re-evaluation interviews. A trade union representative is entitled to observe at the first stage JE panel hearing and the second stage JE appeal panel hearing but will not be present when the panel is deliberating the decision.

3.11.6 Employees

Employees are responsible for making every effort to resolve issues about the grading or responsibilities of their post with their manager on an informal basis.

Employees will need to provide sufficient evidence and supporting information where they wish to apply for a re-evaluation application or appeal.

3.12 Pension Implications

Employees will be provided with relevant advice and guidance by Payroll and Job Evaluation in conjunction with HR regarding the pension implications of any change in their grade and salary as a result of a re-evaluation of their post. This will apply to posts which are evaluated using both the GLPC and Hay Scheme.

3.13 JE 'Sore-Thumb' Issues

The Payroll and Job Evaluation section will continue to monitor the impact of score and grade changes within the establishment and will run periodic reports and rank order reports to identify any anomalies, also known as 'sore-thumbs'. The team will also monitor existing factor scores for 'Supervision and Management of People' with the hierarchy shown in the departmental structure chart.

All sore-thumbs or anomalies for both GLPC and Hay evaluated posts will be reported to GMT on a bi-annual basis, with recommendations for GMT to consider appropriate courses of action to re-evaluate the post(s) identified.

3.14 Secondments

A secondment is a temporary transfer to an alternative job within the authority for a fixed period, after which time the post holder should return to their substantive post. Secondments provide employees with opportunities to develop additional experience and skills and are often offered by the authority to cover periods of absence, for example maternity leave cover.

Secondments can apply to both GLPC and Hay evaluated posts.

Where an employee is on a secondment, they are entitled to receive payment in accordance with the grading of the post temporarily occupied.

Where the secondment is to a post which is graded at the same level as the employee's substantive post, then no increment is payable at the commencement of the secondment and the normal incremental progression for the employee should continue.

Where the secondment is to a higher graded post, the employee will be treated as if they had been promoted to that post and therefore pay will normally be at the minimum point of the grade. All other terms and conditions of the seconded post will also normally apply including annual leave entitlements, unless specified differently in the secondment agreement.

The Appraisal process should still be undertaken for employees in secondment posts in order to confirm satisfactory performance and incremental progression within the grade. However, where the secondment has been in place for less than 6 months, an Appraisal should be undertaken for both the employee's substantive post and the seconded post in order to confirm satisfactory performance throughout the year. Regardless of the effective date of the secondment, the next pay progression increment within the substantive post will be unaffected. Managers may need to

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carry out one appraisal within the Broxtowe Learner Zone arrangements and one in paper form.

When the post holder has received an increment during October-March, they will then receive their next increment six months from the date of increment and not on 1 April. All future increments (if available) will then be paid on 1 April thereafter.

Where satisfactory performance is confirmed, the employee will receive an increment in their seconded post within the grade and, in addition, their substantive post will receive an increment (if available) within the grade so that when the employee returns to their substantive post they will have been awarded the normal increment.

Should performance in the seconded post not be satisfactory, it may be necessary to delay or decline an increment on a temporary basis whilst additional support or training (if appropriate), is provided to the employee. Alternatively, it may be appropriate to terminate the secondment early in accordance with notice provisions and the employee will return to their substantive post.

4.0 Related Policies, Procedures and Guidelines

The Policy and Procedures for Evaluation and Re-evaluation of Posts are linked to the following other policies:

- Formal and Informal Consultation Procedure between Broxtowe Borough Council and the Trade Unions
- Honoraria and Acting Up Payments Policy

5.0 Equality Impact Assessment

An Equality Impact Assessment of this policy will be undertaken to ensure that the implications of its introduction do not cause adverse impact or discrimination against different groups of e

6.0 Review

This policy will be reviewed every three years.

7.0 Document History and Approval

Date	Version	Committee Name
29/06/2021	2.0	Personnel
22/07/2021	3.0	GMT

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Policy Section	Suggested Change	Reason for Change
Numbering throughout the policy document	Note: While the section headings have not changed, unless stated below, the numbering has been adjusted to accommodate the corporate policy document template	To adopt the corporate policy document template
2.0 Purpose	Include HoS following first occurrence or Head of Service and remove all further references. Note when referring to the plural e.g. Heads of Service this will remain in full.	Clarity
3.1.2 Maintenance of Job Documents	Change HR Division to Payroll and Job Evaluation section	Payroll and Job Evaluation section no longer sits within the HR section
3.1.2 Maintenance of Job Documents	Change consultation with HR to consultation with HR, Payroll and Job Evaluation	Payroll and Job Evaluation section no longer sits within the HR section
3.1.3 Minor Job Change	Change HR to Payroll and Job Evaluation section	Payroll and Job Evaluation section no longer sits within the HR section
3.1.4 Major Job Changes	Change Service Delivery Plan process to Business Planning process	Business Planning process has superseded the Service Delivery Plan process
3.1.4 Major Job Changes	Change reference to Policy and Performance Committee to Personnel Committee	Personnel Committee has responsibility for decision making in this area
3.2.2 Employee Initiated Evaluation – Informal Stage	Change HR to Payroll and the Job Evaluation section	Payroll and Job Evaluation section no longer sits within the HR section
3.2.2 Employee Initiated Evaluation – Informal Stage	Change The employee, however... to However, the employee...	Grammatical correction.
3.2.2 Employee Initiated Evaluation – Informal Stage	Change “An employee cannot use comparisons with other jobs inside or outside of the organisation as part of their evidence.” to “An employee cannot use comparisons with other jobs outside of the organisation as part of their evidence”	Addressing advice received from Project HR in line with equal pay legislation.
3.2.3 Employee Initiated Application – Formal Stage	Change HR to Payroll and the Job Evaluation	Payroll and Job Evaluation section no longer sits within the HR section

3.2.3 Employee Initiated Application – Formal Stage	Change “make” to “may”	Spelling correction
3.2.4 Attendance at the JE Panel	Change “The JE panel will consist of two Heads of Service and a fully trained panel member or three Heads of Service. Fully trained panel members include HR Officers and senior Broxtowe Borough Council employees” to “The JE panel will consist of a Chief Officer, two HoS, Payroll and Job Evaluation Manager, and a Branch Union Representative from one of the recognised Unions. The Chair of the panel will be the Chief Officer or in their absence a HoS. The panel will be quorate provided 3 members of the panel are present. The Chair will have a casting vote when the decision is hung. Members of the panel must maintain their training on the GLPC scheme.”	<p>To address the perceived issue of consistency it is recommended that a fixed panel is in place.</p> <p>To address the issue raised by Union colleagues seeking to be part of the JE decision making process.</p>
3.2.4 Attendance at the JE Panel	Change “Members of the panel cannot review applications from within their own service areas and must maintain their training on the GLPC scheme.” to “Members of the panel must maintain their training on the GLPC scheme. Members of the panel will not normally review applications from direct reports.”	As the proposed new panel now includes additional members including a Chief Officer, a Union representative and the Payroll and Job Evaluation Manager it is felt that the wording of this control is no longer necessary, given the additional challenge that is now possible. The wording has changed to “will not normally review applications from direct reports” rather than service area.
3.2.4 Attendance at the JE Panel	Add text - Post holders are not required to attend if they do not wish to attend.	To address a concern raised by Union that employees feel that they must attend. It is not a requirement and therefore employees do not need to feel obliged to attend.
3.2.4 Attendance at the JE Panel	Delete “A trade union representative will be invited to attend the meeting of the panel as	This paragraph will no longer be necessary if the proposed new policy is agreed and an

	an observer, but will not be present when the panel deliberates its decision. (Note: The observer role is separate to the role of the trade union representative who supports the employee during the meeting)."	appropriately trained Union representative is a member of the decision making panel.
3.2.5 The JE Panel Process	Change HR to Payroll and the Job Evaluation	Payroll and Job Evaluation section no longer sits within the HR section
3.2.5 The JE Panel Process	Changed section reference to 3.4	To accurately reflect the amendments made to the numbering of the document
3.2.6 Appeals	Change "Comparisons with other posts will not be acceptable." to "Comparisons with other posts outside of the organisation will not be acceptable."	Addressing advice received from Project HR in line with equal pay legislation.
3.2.7 JE Appeals Panel	Changes made to this section to improve the consistency associated with the appeals process through the introduction of a common panel for appeal hearings, namely GMT plus the a Union Representative.	To address the concerns raised regarding consistency and to introduce a more traditional appeals process.
3.3.1 Management Review – General Principles	Added Payroll and Job Evaluation - note there were two occurrences within this section that required changing	Payroll and Job Evaluation section no longer sits within the HR section and therefore are an additional consultee
3.3.1 Management Review – General Principles	Change reference to Policy and Performance Committee to Personnel Committee – note there were two occurrences within this section that required changing	Personnel Committee has responsibility for decision making in this area
3.3.2 Temporary Posts	Change reference to Policy and Performance Committee to Personnel Committee	Personnel Committee has responsibility for decision making in this area
3.3.3 Management Review Appeal	Changed the wording of the final paragraph to allow for a management appeal of a vacant post	To improve consistency of the appeal process and address feedback from senior management.
3.3.3 Management Review Appeal	Change "Comparisons with other posts will not be acceptable." to "Comparisons with	Addressing advice received from Project HR in line with equal pay legislation.

	other posts outside of the organisation will not be acceptable.”	
3.4.2 New Grade and Pay Progression	Change reference to Policy and Performance Committee to Personnel Committee – note there were two occurrences within this section that required changing	Personnel Committee has responsibility for decision making in this area
3.4.2 New Grade and Pay Progression	Change HR to Payroll and the Job Evaluation	Payroll and Job Evaluation section no longer sits within the HR section
3.4.3 Pay Protection and Downgrading	Change reference to Policy and Performance Committee to Personnel Committee	Personnel Committee has responsibility for decision making in this area
3.5 Apprentice and Trainee Posts	Clarified arrangement for apprentice pay at grade 2 of the Broxtowe Local Pay Scale.	Clarified arrangements
3.5 Apprentice and Trainee Posts	Removed sentence requiring an apprentice post to be reviewed under the JE scheme. Apprentice posts will be paid grade 2 of the Broxtowe Local Pay Scale.	Clarified arrangements
3.6.2 Maintenance of Job Documents	Change HR Division to Payroll and the Job Evaluation section. There were two occurrences with this sections that required changing.	Payroll and Job Evaluation section no longer sits within the HR section
3.6.3 Change to Job Roles	Change HR to Payroll and the Job Evaluation.	Payroll and Job Evaluation section no longer sits within the HR section
3.7.1 Employee Initiated Evaluation – Informal Stage	Change Deputy Chief Executive to Chief Executive.	To correct error and to align with the rest of the section
3.7.1 Employee Initiated Evaluation – Informal Stage	Change HR to Payroll and the Job Evaluation.	Payroll and Job Evaluation section no longer sits within the HR section
3.7.1 Employee Initiated Evaluation – Informal Stage	Change HR to Payroll and the Job Evaluation.	Payroll and Job Evaluation section no longer sits within the HR section
3.7.2 Employee Initiated Evaluation – Formal Stage	Change “An employee cannot use comparisons with other jobs inside or outside of the organisation as part of the evidence.” to “An employee cannot use comparisons with other jobs outside of the organisation as part	Addressing advice received from Project HR in line with equal pay legislation.

	of the evidence”	
3.8 Appeals	Change “Comparisons with other posts will not be acceptable.” to “Comparisons with other posts outside of the organisation will not be acceptable.”	Addressing advice received from Project HR in line with equal pay legislation.
3.9.1 Review of Hay Evaluated Posts	Change reference to Policy and Performance Committee to Personnel Committee - note there were four occurrences within this section that required changing	Personnel Committee has responsibility for decision making in this area
3.9.2 Appeals	Change “Comparisons with other posts will not be acceptable.” to “Comparisons with other posts outside of the organisation will not be acceptable.”	Addressing advice received from Project HR in line with equal pay legislation.
3.10 New Grade and Pay Progression	Change reference to Policy and Performance Committee to Personnel Committee	Personnel Committee has responsibility for decision making in this area
3.10.2 Pay Protection and Downgrading	Change reference to Policy and Performance Committee to Personnel Committee	Personnel Committee has responsibility for decision making in this area
3.11.2 Payroll and Job Evaluation	Change heading from Human Resources Division to Payroll and Job Evaluation	Payroll and Job Evaluation section no longer sits within the HR section
3.11.2 Payroll and Job Evaluation	Change heading from HR Division to Payroll and Job Evaluation section – note there were three occurrences within this section that required changing	Payroll and Job Evaluation section no longer sits within the HR section
3.11.2 Payroll and Job Evaluation	Adjusted the working of the paragraph associated with pay protection	In order to reflect the current administrative arrangements
3.11.3 JE Analysts	Change heading reference to HR/JE Analyst Team to JE Analysts	The JE Analysts no longer sits with the HR section
3.11.3 JE Analysts	Change reference to HR officers to officers	The JE Analyst no longer sits with the HR section
3.11.3 JE Analysts	Change reference to Personal Development Review to Appraisal	The PDR was replaced with annual appraisals when the Broxtowe Learning Zone process was developed
3.11.3 JE Analysts	Change reference to HR to Payroll and Job	Payroll and Job Evaluation section no longer

	Evaluation section	sits within the HR section
3.11.3 JE Analysts	Change reference to HR officers to Payroll and Job Evaluation officers	Payroll and Job Evaluation section no longer sits within the HR section
3.11.4 Managers	Change reference to PDRs to Appraisals	The PDR was replaced with annual appraisals when the Broxtowe Learning Zone process was developed
3.11.4 Managers	Reword third paragraph to include reference to the annual increment report produced by the Payroll and Job Evaluation section	Update the wording to reflect the increment process in more detail
3.11.4 Managers	Reword fifth paragraph to adjust training arrangements	Update the wording to clarify the training requirements
3.12 Pension Implications	Change reference to HR to Payroll and Job Evaluation section in conjunction with HR	Payroll and Job Evaluation section no longer sits within the HR section
3.13 JE 'sore thumb' Issues	Change JE Team to Payroll and Job Evaluation section	In order to provide additional clarity
3.14 Secondments	Change reference to PDRs to Appraisals	The PDR was replaced with annual appraisals when the Broxtowe Learning Zone process was developed
3.14 Secondments	Adding text to explain approach to Appraisals should an Appraisal be required for both the substantive and seconded roles.	Clarification provided due to the potential limitation of the Broxtowe Learning Zone facility

APPENDIX 4**Equality Impact Assessment**

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

Public bodies are required in it to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, and
- foster good relations between people who share a protected characteristic and people who do not share it.

The public sector Equality Duty came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people's opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation.

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how they act as employers, how they develop, evaluate and review policies, how

they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to advance equality of opportunity involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they considered the aims of the Equality Duty. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Executive Director	Lead officer responsible for EIA	Kevin Powell
Name of the policy or function to be assessed:		Evaluation and Re-evaluation of Jobs Policy	
Names of the officers undertaking the assessment:		Kevin Powell	
Is this a new or an existing policy or function?		Existing	
1. What are the aims and objectives of the policy or function? This policy sets out the Council's approach to the Evaluation and Re-evaluation of Post within the Job Evaluation Scheme.			
2. What outcomes do you want to achieve from the policy or function? The pay and grading of jobs must be fair and non-discriminatory, complying with equal pay legislation and associated codes of practice. In order to meet these objectives, Broxtowe Borough Council uses the Greater London Provincial Council (GLPC) Job Evaluation Scheme for all posts up-to Head of Service (HoS) level and the Hay Scheme for Heads of Service and above. Both Job Evaluation systems are used in conjunction with the job description and person specification to provide a standardised and methodical process of measuring the relative value of posts in order to assign each post to the Council's Broxtowe Local Pay Scale (BLPS). This policy outlines the procedures to be adopted for both GLPC and Hay evaluated posts when amendments are required to job descriptions or person specifications; creating a new or temporary post and where a re-evaluation of posts is required. It also links to other associated procedures relating to pay (e.g. Honorarium/Acting Up Payments policy). The changes to the policy aim to provide an even higher level of consistency and improved openness and transparency.			
3. Who is intended to benefit from the policy or function? Directly: Broxtowe Borough Council and Broxtowe Borough Council employees. Indirectly: residents, visitors, customers			
4. Who are the main stakeholders in relation to the policy or function? Employees			
5. What baseline quantitative data do you have about the policy or function relating to the different equality strands? The principles of the Policy remain the same namely the consistent assessment of posts against the Job Evaluation Scheme to ensure equal pay for equal levels of responsibility etc... The Policy is used for the evaluation of all new posts and the re-evaluation of posts when changes occur. There are approximately 26 / 30 panels held each year.			

6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?

No specific data is available

7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?

Unions have been consulted and the policy has been taken through the Local Joint Consultative Committee prior to being presented to Personnel Committee.

8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:

- Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified?

No specific groups will be excluded. Application of the policy will depend on market conditions.

- Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified?

Yes

- Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?

No

- Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?

No

- What further evidence is needed to understand the impact on equality?

A new section will be added to the annual Work Force Profile report to present quantitative data relating to the impact of the application of the Policy. This data will highlight equality categories (e.g. gender, disability etc...) and look to present trends where these exist."

9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?

Age: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Disability: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Gender: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Gender Reassignment: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Marriage and Civil Partnership: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Pregnancy and Maternity: Analyse the data captured to inform the Work Force

Profile report above and determine whether there is any adverse/unintended impacted

Race: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Religion and Belief: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Sexual Orientation: Analyse the data captured to inform the Work Force Profile report above and determine whether there is any adverse/unintended impacted

Executive Director: I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.

Signature of Executive Director: 21 August 2021

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APPENDIX 5

The Union consulted their National JE Officer on the proposals who provided the following observations:

Attendance at the JE Panel 3.2.4

The control that members of the panel cannot review applications from within their own service area has been removed because the membership of the panel has been expanded, I think there should be some caution exercised. I would suggest amending "Members of the panel cannot review applications from within their own service areas" to "Members of the panel should not normally review applications from within their own services areas".

Although one of the panellists can be a trade union representative, the panel does seem to me to be management dominated – Chief Officer, 2 Heads of Service, Payroll and Job Evaluation Manager, although I note a panel can operate provided 3 members of the panel are present, which could dilute the management dominance. I note also that the Chair will be a management officer – Chief Officer or Head of Service – and they will have the casting vote.

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Appeals 3.2.6

I think it would be helpful to spell out the grounds on which appellants believe the scheme has been wrongly applied. The Green Book and jointly agreed Technical Notes gives the examples of:

- *The scheme has been wrongly applied e.g. factor levels have been wrongly allocated, the evaluation panel has failed to follow guidance etc.*
- *The job description questionnaire did not provide complete information*
- *It is believed that an equivalent job is more highly graded and paid*
- *The job has been wrongly matched or clustered (i.e. where similar jobs are grouped together and evaluated as one job)*

I think the second example could be expanded to include job description, person specification and effort and environment proforma (physical, emotional and mental demands and working conditions are rarely included in JDs and Person Specs).

The JE Appels Panel 3.2.7

It would appear this does not include on the panel a union representative. This seems illogical if they can be a panellist on an evaluation panel.

Employee Initiated Application Formal Stage and Appeals

These are solely determined by a Hay Consultant and not by a panel. This is not partnership working and, I would imagine, is an expensive process. Trade unions should also be involved in this process for consistency and to ensure that the process is applied fairly and correctly.

Extract from Report for Broxtowe Borough Council from Project HR.

I do not necessarily agree that reducing the number of evaluators increases consistency or, if it does, it may be perpetuating flawed decisions.

I agree that internal comparisons can be made and I note the policy has been amended to include this.

I agree that recruitment and retention issues are not ones requiring a job evaluation solution. Additional payments should be based on market data, which should determine the level of supplement needed; not limited by fixed percentages.

However, on the whole, they thought the policy changes were reasonable and addressed most of the issues we initially raised. There were concerns that this would not be going to LJCC for discussion before being presented to the Personnel Committee.

Report of the Chief Executive

FLEXIBLE RETIREMENT POLICY

1. Purpose of report

To consider amendments to the Flexible Retirement Policy.

2. Detail

The Council recognises the importance of supporting employees into retirement and offers flexible retirement where a business case supports the request.

The options are governed by the rules of the Local Government Pensions Scheme (LGPS) and this includes:

- Employees must be existing Members of the LGPS
- Employees must be 55 or over
- Reducing working hours by 40% (e.g. 37 to 22 hours per week): or
- Moving into a lower graded role.

The existing policy has been reviewed and streamlined in an easier, more concise format that clearly outlines the options available to employees and the Council when considering flexible retirement options.

The updated policy also clearly outlines the request and approval process along with the appeal option to GMT if necessary.

The revised policy is included at appendix 1 and the existing policy is included at appendix 2.

Recommendation

The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee amendments to the Flexible Retirement Policy.

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FLEXIBLE RETIREMENT POLICY

Introduction

Broxtowe Borough Council is committed to a flexible approach to retirement and recognises the benefits that flexible retirement can have for both employees and the organisation. You are advised to start planning for your retirement in good time before you intend to retire so that you can prepare for a healthy and financially secure retirement.

Types of retirement

There is no longer a default retirement age for employees and you are able to apply for your full local government pension from the same date that you are entitled to your statutory state pension.

However, you are able to choose to resign from the Council and draw your pension benefits from Nottinghamshire Local Government Pension Fund at any time from age 55 onwards. If you wish to retire you must give notice to your manager. The minimum period of notice required is that stated in your contract of employment, but it is helpful if you can provide 3 months' notice of retirement to give the Nottinghamshire Local Government Pension Fund plenty of time to process your request.

Please note that if you choose to draw your local government pension before your statutory state pension date your local government pension may be reduced because you are drawing this pension early. Please contact the [Nottinghamshire Local Government Pension Fund](#) if you require further information regarding the pension benefits available to you.

If you are 55 and over you may also be able to apply for consideration for flexible retirement. This is accessing your pension whilst remaining working for the Council. In order to do this, you must reduce your working hours by at least 40% or work at a lower graded job.

Once you have taken your local government pension you are not able to change your mind, but you are able to enrol into the pension scheme again in relation to your amended post.

You should note that taking your pension whilst continuing to work may result in you paying a higher rate of tax and you should take independent financial advice about this.

Approval process

You should submit your request to your Head of Service via email or in writing. Your Head of Service will consider your request within 28 days of receiving it and they will confirm their decision in writing.

Approval may be given where:

- the reduction in hours or is significant or the employee will move into a lower graded post
- there is no pension strain to the Council
- there is no significant detrimental effect on service delivery
- approving the request will provide benefits to the Council, for example financial savings or the facilitation of organisational or staff changes
- the flexible working arrangement is fair and equitable to all employees in your team

If your request for flexible retirement is not approved, you can appeal within 10 days of your request being refused to your Director/GMT.

REFERENCE

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FLEXIBLE RETIREMENT POLICY & PROCEDURE

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FLEXIBLE RETIREMENT – POLICY AND PROCEDURE

1. Introduction

Within the terms of the Local Government Pension Scheme regulations (LGPS) Broxtowe Borough Council has discretion to allow employees to voluntarily reduce their grade and/or hours of work, on a permanent basis with adjustment to pay, whilst at the same time receiving their occupational pension.

The employee must be of minimum pensionable retirement age (currently 55). All requests will be subject to operational considerations and the reduction of grade/hours should be of substance.

Employees who are not members of the LGPS may request amendments to their working hours under the Council's 'Flexible Working' policy on Form AFW1.

2. Aims of the Policy

The objective of this policy is to ensure that Broxtowe Borough Council has fair and consistent criteria for the application of terms for early retirement.

Flexible retirement will only be granted on the merits of each individual case.

Flexible retirement is a voluntary option and employees cannot be compelled into a flexible arrangement by the Council.

Under normal circumstances the request will only be considered if it is cost neutral to the Authority.

3. Reducing Hours or Grade

Voluntary reduction can be achieved as follows:

- Hours

Reduction in hours should normally be a minimum of 40% for both full and part-time employees.

This can be achieved by:

- reducing the hours on a number of, or, every working day (i.e. reduction from 7 hours per day to 4 hours per day – based on a full time working week); or
- reducing the number of days worked in the week (i.e. reduction from 5 days to 3 days a week)

For cases where the granting of a flexible retirement request would result in a pension strain cost to the Council, a reduction of up to 50% of contracted hours would normally be required dependent upon the circumstances of the case.

Exceptional circumstances may be considered in individual cases.

Or:

Grade

As an alternative an employee could also consider moving into a lower graded role should a position be available.

4. Salary

The employee will receive the revised salary for the reduced hours and/or grade in addition to their pension benefits.

5. Benefits

Flexible retirement can offer benefits to both employer and employee by:

- retaining valuable employees who would otherwise leave their job
- helping with the management of organisational change
- helping to develop a balanced age profile
- providing the opportunity for better succession planning and developing the capacity for older workers to act as mentors
- enabling employees to balance work with other responsibilities or leisure time
- enabling employees to retire on a gradual basis

6. Key Points to Note

- a. The employee may receive an actuarially reduced pension to reflect the early payment.
- b. From the point at which the flexible retirement benefits are taken, pension contributions into the LGPS may continue but shall be treated as a new membership to the scheme. On final retirement the employee will then receive a second pension.
- c. If the employee finally retires before their state retirement age it is likely that there will be a pension reduction. Alternatively the employee is able to defer receiving their pension until their state retirement age.
- d. Once a pension has been put in place it cannot be recalculated. There may be circumstances where the employee takes the flexible retirement route and then faces ill health retirement. All employees

should therefore look at the impact of future events on pension payments over the long term.

7. Procedure and Managers' considerations:

The employee should initially discuss their request with their Head of Service and then follow this up in writing.

On receiving an application for flexible retirement a Head of Service should take into account the following;:

- Whether the reduction in hours can be covered by other means e.g. existing employees or by recruiting
- Whether the reduction in hours can be accommodated by the employee filling an existing lower graded or lesser hours vacancy thus saving on recruitment costs as the higher graded/hours will not be recruited to
- Whether allowing the request will aid succession planning by allowing a gradual handover of duties
- Whether allowing the request will help retain valuable skills for longer
- Whether there is a sound business reason to agree to the request
- Whether the outcome is cost neutral

Heads of Service will also need to carefully consider the full impact of a request on service delivery, customers and colleagues within the team.

Where after giving consideration to the above factors (and any others that a Head of Service may believe are relevant) a request can be supported and this should be discussed with the employee.

After giving careful consideration to the request, the Head of Service should then contact Human Resources who will arrange for figures to be obtained from Nottinghamshire County Council (NCC). When these are received the Head of Service should then make a recommendation to GMT to either provisionally approve or refuse the request before final consideration at Policy and Performance Committee. This request should be in the form of a business case detailing organisational requirements, associated costs, business impact and any other relevant information such as succession planning and skills gaps.

Approval for Flexible Retirement will normally be decided at the next appropriate Policy & Performance Committee. The commencement date of Flexible Retirement should be outlined in the report to Committee and should not be a retrospective date.

If the employee believes that the request was refused on unreasonable grounds they have the right of appeal to GMT.

Any planned changes to the establishment as a result of the decision should be subject to Trade Union consultation.

Other than in very exceptional circumstances the Council will not waive the costs of early release of pension.

8. Conditions of Service

Continuous service will be preserved when taking up the flexible retirement option provided there is no break.

The arrangement will be permanent and a revised contract of employment will be issued.

Pay protection will not be applicable.

In cases of reduction of hours, terms and conditions will be applied on a pro rata basis where applicable.

FLEXIBLE RETIREMENT PROCEDURE FLOWCHART

1. Employee should discuss their flexible retirement request with their Head of Service and then follow up in writing.



2. The Head of Service considers request taking into account business/organisational requirements and costs and benefits



3. If the Head of Service is satisfied that there is a sound business case they should contact the Human Resources team who will arrange to obtain a quote from the Pensions Section.



4. Human Resources should confirm the figures with the employee and confirm that they wish to proceed with their application.



5. On receipt of the pension information the Head of Service should then prepare a business case including details of costs and benefits with a recommendation to either agree or refuse the request. This should be submitted to GMT for provisional agreement to take to Policy and Performance Committee.



6. Should the request be provisionally rejected by GMT, the employee will be informed by their Head of Service.



7. If the request is approved at Committee an amended statement of terms and conditions should be prepared by HR.

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Report of the Chief Executive

EMPLOYEE SURVEY 2021 - RESULTS

1. Purpose of report

To update the Committee on the results of the Employee Survey which ran in April / May 2021.

2. Background

The Council ran its latest Employee Survey in April / May 2021 to gather feedback on what it is like working for the Council and how we can improve as an employer.

The survey was available online and in paper form and ran for a number of weeks. It was promoted in a number of ways including:

- As part of Senior Management team meetings
- In Broxtowe Employee weekly briefings
- Direct engagement with Managers and Heads of Service, including those with non-office based employees.
- Intranet content including a banner on the homepage
- Logon page for all computer users
- Email reminders

The survey was fully supported by both Trade Unions.

206 employees responded to the survey which represents 43% of the workforce. This is a small reduction on the 2020 Employee Survey that was undertaken prior to the pandemic, where 214 employees (or 44%) responded.

The majority of response were provided online, with 25 paper copies returned.

A summary of the results, along with agreed actions are shown in the infographic provided in the appendix.

Recommendation

The Committee is asked to NOTE the report.

Background Papers

Nil

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Borough
COUNCIL

2021

Employee Survey RESULTS

We recently asked you to tell us your thoughts about working at Broxtowe and what we can do to improve as an employer.

43%

of you took part
and here's some
of the things
you said ...



Benchmarks linked to the PEOPLE STRATEGY

96% Employees aware of their own training needs

↑1%
Compared to 2020

79% Employees who feel the Council is committed to equality and values diversity

↓4%
Compared to 2020

Benchmarks linked to the COMMUNICATIONS AND ENGAGEMENT STRATEGY



93% Employees who are aware of the values

↑3%
Compared to 2020

78% Employees who are aware of the Council's vision and long term goals

↑10%
Compared to 2020

83% Employees who understand how the Council's vision and values relate to the work they do

↑6%
Compared to 2020

53% employees who feel informed

↓4%
Compared to 2020

Areas where we have improved on since last year:

I understand how my work contributes to the success of the organisation

95%
↑5%

80%
↑3%

I like my job and enjoy working at the Council

My line manager gives me regular and constructive feedback

76%
↑3%

57%
↑7%

I believe that the General Management Team demonstrates effective leadership

Change is managed effectively

49%
↑3%

82%
↑15%

I feel supported at work in relation to my own mental health and wellbeing

I am encouraged to identify relevant learning opportunities

79%
↑11%

78%
↑9%

My line manager keeps me informed about developments in the Council

I receive recognition from my manager when I do a job well

80%
↑4%

59%
↑11%

The General Management Team sets and communicates clear priorities

I am valued for what I can offer the organisation

61%
↑5%

* Compared to 2020



Some of the areas which we will focus on improving are:

- 1 Ensuring employees have the support they need to do their job.
- 2 Helping employees find a good work/life balance.
- 3 Continuing work to make sure change is managed effectively.
- 4 Ensuring employees feel comfortable disclosing mental health issues.
- 5 Continuing work to make decision making transparent.

A good place to work

Supported at work

Responded well to the challenges over the last year

I have been welcomed in the best way possible

A good company to work for

GOOD WORKING ENVIRONMENT

Friendly and approachable people

LOVELY STAFF

Enjoy my job very much

Values its staff

A nice place to work

Lots of positive things happening

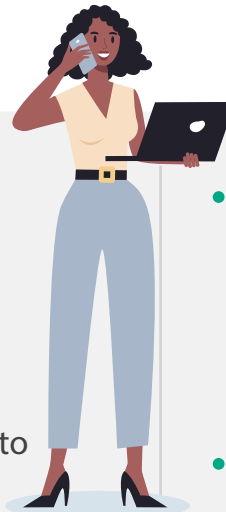
GREAT TO WORK WITH

One of the better organisations I have worked for

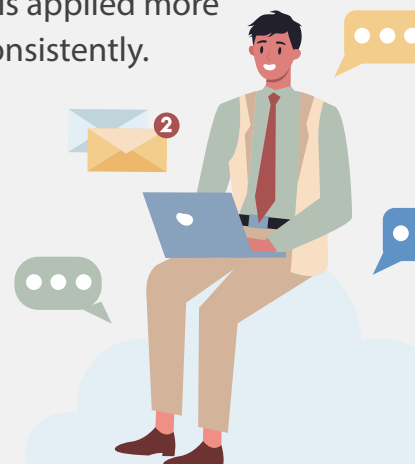
“YOU SAID” > “WE DID”

- Quarterly “question time” sessions for employees from across the Council to ask questions of GMT directly.
- Implementing more mobile technology.
- Exploring ways of promoting the status and value of technical and support officers.
- Reviewing the stability of ICT access at the Council Offices to see if improvements can be made.

- Quicker responses on GMT decisions to officers writing reports – we’ll aim to provide a response within 24 hours of meeting.
- Considering new ways of promoting sustainable travel to work.
- Developing and improving our approaches to stress management.
- Exploring the barriers to cross-team working and way to overcome them.



- Running more informal or social events for employees, including walk-and-talk and standing meetings.
- Actively promoting work/life balance within current terms and conditions, including flexi time arrangements.
- Reviewing the job evaluation scheme to simplify it and make sure it is applied more consistently.



Experiences of working during the pandemic

We also asked you about your experiences of working during the pandemic to help inform future plans for ways of working. The results highlight how everyone is coping differently and has their own personal circumstances which are impacting on this.

80% felt informed about the Council's response.

87% of employees had had regular contact with their manager.

92% of employees had had regular contact with their teams.

Virtual meetings, paperless working, working from home and more flexibility were all things you said you would like to see continued in the future

Some of the things you had found challenging about working during the pandemic were:

- Workload
- Technology
- Adapting to new ways of working
- Safety concerns
- Work/life balance including childcare responsibilities
- Lack of face to face contact

39% of employees had some safety concerns about returning to the offices or delivering services in the future

You can keep up to date with all the measures being put in place to ensure a safe return to the Council Offices by reading Friday's Employee Briefing or looking on the intranet at

<https://intranet.broxtowe.gov.uk/our-council/announcements-and-news/coronavirus/visiting-the-council-offices/>

The average score for how employees were feeling was

6.4 out of 10
↑ from 5.9 in 2020

Some of the things you had enjoyed about working during the pandemic were:

- Sense of teamwork
- Delivering services to support local people
- Improved work/life balance
- The sense of normality that working gave you in uncertain times

91% of employees who are able to, would like to continue working from home to some extent in the future

- Benefits to the environment
- Learning new skills
- Adapting and improving our ways of working
- Work/life balance

Social events and activities was the most common way you think we can bring employees together when restrictions are lifted.

Report of the Chief Executive

PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN PROGRESS – SUPPORT SERVICE AREAS – HUMAN RESOURCES – OUTTURN REPORT 2020/21

1. Purpose of report

To report progress against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

2. Background

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year.

The latest Business Plan for Resources and the other support service areas was approved by Council on 4 March 2020. This includes performance management actions and data for Human Resources relevant to this Committee.

3. Performance Management

As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against an appropriate Business Plans. This will include a detailed annual report where performance management is considered following the year-end.

This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Business Plans for the Human Resource service. It provides a summary of the progress made to date on Critical Success Indicators (CSI), key tasks and priorities for improvement in 2021/22 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

Recommendation

The Committee is asked to NOTE the performance and progress made in achieving the actions for Human Resources within the Resources Business Plan for 2021-2024.

Background papers

Nil

APPENDIX

PERFORMANCE MANAGEMENT

1. Corporate Plan

The Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. This plan sets out the Council's priorities to achieve its vision to make "A Greener, Safer and Healthier Broxtowe where everyone prospers." Over the period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans

Business Plans linked to the five corporate priority areas were approved by the Full Council on 4 March 2020, following recommendations from the respective Committees in January and February 2020.

The Council's priorities for 2020-2024 are:

- Housing – A good quality home for everyone
- Business Growth – Invest in our towns and our people
- Community Safety – A safe place for everyone
- Health – Support people to live well
- Environment – Protect the environment for the future

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period and are revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.






3. Performance Management

As part of the Council's performance management framework, this Committee receives regular reports of progress against parts of the Resources Business Plan relating to Human Resources. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2021/22 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI).






The Council monitors its performance using the Pentana Risk performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the Pentana Risk performance reports is as follows:

Action Status Key

Icon	Status	Description
	Completed	Action/task has been completed
	In Progress	Action/task is in progress and is currently expected to meet the due date
	Warning	Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	Action/task has passed its due date
	Cancelled	Action/task has been cancelled or postponed


Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only




Key Tasks and Priorities for Improvement for Human Resources 2021/22

The items below within the 2021/22 Resources Business plan that are of relevance to this committee were reported at Quarter 1 as completed.





- [HR1720_01](#) Introduce six new online Broxtowe Learning opportunities in 2020/21
- [HR2124_01](#) Produce a Neuro-Diversity Policy supported by training
- [HR2124_02](#) Implement a Lease Car scheme for employees

Status/ Icon	Action Title/Code	Action Description	Progress	Due Date	Comments
In Progress 	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme (HR1922_01)	Become a champion within local/ business communities in terms of appointing, keeping and developing disabled employees	89%	Sept-2021	Level 2 renewed until September 2023. The Level 3 submission was sent to DWP in March 2021. Derby City Council are to be Broxtowe's validators. DWP have advised that validation can be undertaken by internal disability groups (for example The Equalities Working Group). Nottinghamshire County Council have been contacted to assist with external validation to ensure peer-review. Meeting held on 22 October 2021.

Critical Success Indicators – Personnel 2021/22

Status	Code & Short Name	Frequency	Achieved 2019/20	Achieved 2020/21	Q2 2021/22	Target 2021/21	Latest Note
Red 	BV12 Working days lost due to sickness absence (rolling annual figure)	Monthly	10.88	7.89	11.56	7.50	Figure includes absences due to COVID-19, but excludes data relating to periods of self-isolation.
Red 	HRLocal_17 Working Days lost for short term absence	Quarterly	3.34	2.33	2.83	2.50	Short Term Mental Health illnesses have increased since Q4 2020/21 with COVID-19 related sickness decreasing. All other areas of short term sickness show slight changes.
Red 	HRLocal_18 Working Days lost for long term absence	Quarterly	7.54	5.56	8.73	5.00	The majority of long-term absences relates to muscular-skeletal issues (front-line employees), serious life-threatening conditions e.g. cancer and also mental health-related conditions such as anxiety and depression. All employees' long term absences are being managed through the Council's processes including support via Occupational Health and exploring alternatives such a redeployment.

Key Performance Indicators for Human Resources 2021/22

Status	Code & Short Name	Frequency	Acheived2 019/20	Achieved 2020/21	Q2 2021/22	Target 2021/22	Latest Note
Red 	BV16a Employees with a Disability %	Quarterly	6.25%	6.92%	7.29%	8%	Slight increase from quarter 1. Initiatives such as mental health awareness and disability confident status may encourage declarations within new starters.
Amber 	BV17a Ethnic Minority representation in the workforce %	Quarterly	7.24%	8.24%	7.76%	8%	Similar positions as previous year. Slight decrease during the year despite recruitment slowing down during pandemic. 7.8% individuals within the borough are from a BAME background.
Green 	HRLocal_06 Annual employee turnover %	Quarterly	10.32%	5.06%	9.13%	12%	The increase in turnover is attributed to a decrease in the headcount since quarter 1. In addition there was a large number of leavers during quarter 2.
Green 	HRLocal_07 Employees qualified to NVQ Level 2 and above %	Quarterly	87%	86%	88%	88%	Levels have increased by 1% due to the number of leavers with low skill levels being greater than the number of starters, who all joined with Level 2 or above.

Report of the Executive Director

PAY POLICY STATEMENT – 2022/23

1. Purpose of report

To enable Personnel Committee to see a copy of the Pay Policy for 2022/23 before it goes to Full Council for approval in March 2022.

2. Background

Section 38 of the Localism Act 2011 requires local authorities to publish an annual Pay Policy Statement. The purpose of the statement is to increase accountability in relation to payments made to senior members of local authority staff by enabling public scrutiny.

3. Detail

The Pay Policy Statement for 2022/23, distributed with the agenda, sets out, among other items, the Council's policies relating to the remuneration of its senior officers (those at Head of Service level and above), the remuneration of its lowest paid employees and the relationship between the remuneration of its senior officers and the remuneration of its employees who are not senior officers.

The Pay Policy Statement must be approved by a resolution of the full Council before 31 March immediately before the financial year to which it relates. The Pay Policy Statement may be amended by resolution during the year and must be published on the Council's website as soon as possible after approval. Publishing the Pay Policy Statement also meets requirements under the Code of Recommended Practice for Local Authorities on Data Transparency.

Appendix 1 shows the changes that have occurred in this document from the Pay Policy 2021/22. The Pay Policy Statement is at appendix 2.

Recommendation

Committee is asked to NOTE the Pay Policy Statement for 2022/23 which will be submitted to Full Council.

Background papers

Nil.

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PAY POLICY CHANGES

Policy Section	Suggested Change	Reason for Change
Throughout the Policy	Change 2021/22 to 2022/23	To ensure the Pay Policy is updated for 2022/23.
4. Evaluation of Roles at Broxtowe Borough Council	Removal of reference to Senior Officer evaluations from 2015.	A number of evaluations on Senior Officer posts since 2015 has taken place meaning this reference is no longer necessary.
11. Market Related Pay	Paragraph explaining the introduction of a Market Supplement Policy and the removal of the Scarcity Rating.	Market Supplement Policy introduced during 2021/22 with the Scarcity Rating being removed at the same time.
15. Chief Officers Leaving Service i) Redundancy Payments	Update regarding the cap on Exit Payments to employees and the effect on VR calculations at the Council.	The cap was introduced in November 2020 and revoked in February 2021.
17. Payments made in connection with Electoral Services Functions	Sentence in relation to appendix 5 removed.	Appendix 5 has been removed.
19. Definition of Lowest Paid Employee	Additional sentence explaining ratio calculation.	Explanation of why there's been no change from the 2021/22 Pay Policy.
20. Ratio of Pay	Change January to 'November'.	Update for the 2022/23 Pay Policy
22. Gender Pay Gap	Gender Pay Gap figures changed.	Update for the 2022/23 Pay Policy
22. Gender Pay Gap	Sentence included to state the previous years Gender Pay Gap (2019/20).	To provide context for the Gender Pay Gap figures.
23. Foundation Living Wage	Change May to November	To confirm when the Foundation Living Wage will be announced.
23. Foundation Living Wage	Sentence to explain the current situation regarding the pay award.	To identify the difficulties in assessing how the bottom of the Broxtowe Local Pay Scales will compare to the Foundation Living Wage.
Appendix 5 – County Council Elections	Removed	Not applicable for 2022/23.

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Pay Policy

2022 - 2023

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PAY POLICY 2022 – 2023

1. Introduction

The Council is required to publish a Pay Policy Statement by 31 March each year in accordance with Section 38 of the Localism Act 2011. The purpose of this Statement is to set out the Council's guiding principles of its current reward system and increase accountability in relation to the total remuneration of its Chief Officers by enabling public scrutiny of that remuneration.

2. Main Principles

This policy statement confirms the Council's on-going commitment to operate transparent pay systems, whilst recognising that its reward system must be affordable and at the same time support the requirement to provide excellent customer service in accordance with its corporate objectives.

The importance of managing pay fairly will mean that the Council will be able to:

- attract, motivate and retain appropriately talented people who make a positive contribution to improve the Council's performance and meet future challenges;
- reflect the market for comparable jobs, with skills and competencies required to meet agreed delivery and performance outcomes;
- appropriately reward and value employees for their work;
- operate within the provisions of Chief Officers' pay and conditions as set out in the Joint Negotiating Committee for Chief Executives and Chief Officers of Local Authorities;
- Operate within the provisions of the national agreement on pay and conditions of service as set out in the National Joint Council for Local Government Services.

3. Scope of the Policy

Whilst this policy specifically covers those employees defined as a Chief Officer within the Local Government and Housing Act 1989, it also makes reference to other levels of employees within the organisation.

The term 'Chief Officer' and 'Deputy Chief Officer' referred to in this policy (and for the purposes of this pay policy statement only) includes:

- a. the Head of Paid service designated under Section 4 of the Local Government and Housing Act 1989 (the Chief Executive);
- b. the Monitoring Officer designated under Section 5 of that Act.
- c. a statutory Chief Officer mentioned in Section 6 of that Act (Section 151 Officer also Deputy Chief Executive);

- d. a non-statutory Chief Officer mentioned in Section 7 of that Act (one Director by virtue of reporting directly to the head of paid service);
- e. a Deputy Chief Officer mentioned in section 8 of that Act (all Heads of Service by virtue of reporting directly to statutory and non-statutory Chief Officers).

The Council has decided for completeness and transparency to publish information which includes all posts at Heads of Service / Deputy Chief Officer level. These roles are identified in the Chief Officers' Remuneration Table at appendix 3

4. Evaluation of Roles at Broxtowe Borough Council

In accordance with the national requirement for all local authorities to review their pay and grading frameworks to ensure fair and consistent practice, all job roles within the Council's structure up to but not including Head of Service level were taken through a comprehensive job evaluation process using the Greater London Provincial Council (GLPC) scheme with implementation of changes to pay and grading taking place on 1 March 2011.

The Council's pay framework for its Chief Executive, Chief Officers and Heads of Service was also considered and revised with changes implemented on 1 March 2011, with the grade for each role being determined by a consistent job evaluation process using the Hay scheme.

The job evaluation process is now embedded within the Council's pay and grading systems and all senior officer roles continue to be evaluated using the Hay scheme for Chief Officers or the Greater London Provincial Council (GLPC) scheme for all other posts to ensure that pay rates are equitable and non-discriminatory. All posts are re-evaluated where significant changes occur.

5. Broxtowe Local Pay Scale for Senior Officers

The Broxtowe Local Pay Scale for Senior Officers (BLPSSO) contains seven pay grades. The scale is increased in line with the annual national Joint Negotiating Committee pay award.

6. Broxtowe Local Pay Scale for all Posts below Head of Service Level

The Council also adopted a local pay scale (BLPS) for all posts below Head of Service level and this is shown, together with the relevant job evaluation points score for each grade, at appendix 2. Whilst the Council has adopted a local pay scale for this group of employees, it continues to recognise the National Joint Council annual pay award for the Broxtowe Local Pay Scale appendix 2 and Scale of Local Allowances appendix 2a. The Council will apply the agreed National Joint Council annual pay award for 2022/23 with effect from 1 April 2022 once it is known.

7. Terms and Conditions of Employment for Chief Officers

The terms and conditions of employment for Chief Officers are subject to collective agreements negotiated with the trade unions recognised by the Council. Agreements reached nationally are set out in the Scheme of Conditions of Service of the Joint Negotiating Committee for Chief Officers. In addition, the Council makes local agreements which are included within the Conditions of Service for Broxtowe employees.

i) Working Hours

Working arrangements for Chief Officers are nominally one of 37 hours (for full time positions), however the seniority and nature of the posts will necessitate the working of additional hours for which there is no additional payment. The grading of the post takes account of the requirement to work outside of the normal working week.

ii) Whole-Time Service

Chief Officers are required to devote their whole-time service to the work of the Council and should not engage in any other business or take up any other additional appointment without the express consent of the Council.

iii) Allowances

Chief Officers are entitled to the reimbursement of one professional fee and one legal practising certificate (if appropriate). All Chief Officer posts hold designated car user status.

iv) Leave Entitlement

Annual leave entitlement for Chief Officers is 33 days increasing to 35 after 5 years local government service and 37 days after 10 years Broxtowe Borough Council service, plus 8 statutory days.

v) Sickness Entitlement

Sickness entitlement for Chief Officers is in accordance with the provisions of the local government sickness scheme.

vi) Pension

All Chief Officers are entitled to participate in the Local Government Pension Scheme.

8. Performance Related Pay/Bonus Scheme

Broxtowe Borough Council does not operate a performance related pay or bonus scheme for Chief Officers.

Exceptional effort from employees can be rewarded by accelerating increments within the grade band they occupy. The costs of accelerated increments have to be met from existing budgets.

9. Honoraria and Ex-Gratia Payments

The Council operates an Honoraria and Acting Up Payments Policy, the application of which for Chief Officers requires prior Personnel Committee approval.

10. Expenses

In accordance with nationally agreed terms, the Council pays reasonable out-of-pocket expenses actually incurred.

11. Market Related Pay

The grading structures that were introduced for all employees in 2011 were aimed at meeting the current and/or market position for most jobs. The Council introduced a Market Supplement Policy on 29 June 2021 to replace the scarcity rating system. The Market Supplement policy allows the Council more flexibility in meeting the current market value for different job roles, ensuring any issues with the retention or recruitment of staff are minimised.

12. Recruitment of Chief Officers

In accordance with Standing Orders 8.14 within the Council's Constitution, where any vacancy occurs in the post of Chief Executive, Monitoring Officer, Chief Financial Officer (Section 151), Chief Officer or Deputy Chief Officer, the Council or a committee of the Council will determine whether to fill the vacancy or otherwise. The Council or committee will also approve an interview committee prior to the commencement of the recruitment process. The full details of the recruitment process can be found within the Constitution, available on the Council's website.

13. Remuneration of Chief Officers on Recruitment

Recruitment to the Council will normally be to the first point of the relevant scale designated to the Chief Officer post or will reflect a level commensurate with a candidate's existing skills and experience in the job. This practice applies to all new employees at the Council.

14. Levels and Elements of Remuneration for each Chief Officer

The table at appendix 3 provides a breakdown of the elements of remuneration for each Chief Officer at the Council.

15. Chief Officers Leaving Service

i) Redundancy payments:

The Council's Redundancy and Re-organisation Policy applies equally to all employees across the organisation, including Chief Officers. The Council's policy operates in accordance with section 220 of the Employment Rights Act 1996. A week's pay is therefore calculated in accordance with the statutory maximum redundancy amount. Approval for any Chief Officer post under the Redundancy Policy must be given by Personnel Committee.

In a report approved by Cabinet on 23 September 2014, a temporary enhancement of the Council's Voluntary Redundancy (VR) Scheme was again extended for the period 1 October 2014 and 30 September 2015 and further extended to March 2016. A report to committee in May 2016 confirmed these arrangements would remain in place until changes in governing exit packages has been agreed.

The temporary enhancement allows for successful VR applications to be based on actual week's pay rather than statutory entitlement at all levels of employee up to and including Chief Executive. The payback of any pension strain and redundancy costs must however be covered by savings within three years. The enhancement is aimed at providing employees with greater flexibility and give the Council the opportunity to restructure the workforce around the VR application providing additional opportunities for career development.

The £95,000 cap on exit payments came into effect on 4 November 2020. On 12 February 2021 HMRC announced the regulations regarding exit payments would be revoked. Should the cap on exit payments be reinstated the enhanced VR Scheme will be reviewed.ii) Severance Payments – Regulation 6 of the Local Government (Early

Termination of Employment/Discretionary Compensation) (England and Wales) Regulations 2006.

The Council may apply discretion on the use of severance payments for employees leaving the Council where criteria such as ill-health retirement or early retirement cannot be met, for example termination on the grounds of efficiency, or where employees have long service and there is a financial and organisational benefit to the Council. Posts at Chief Officer level would need to be approved either by Personnel Committee or full Council.

iii) Flexible Retirement (Regulation 18, of The Local Government Pension Scheme) (Benefits, Membership and Contributions) Regulations 2007

The Council operates a flexible retirement scheme which is available for all employees to apply for, including Chief Officers, subject to the appropriate criteria being met. Under this policy Personnel Committee is required to provide approval for posts at Chief Officer level.

The policy states that, other than in very exceptional circumstances, the Council will not waive the costs of early release of pension.

iv) Early Retirement – Members of the Local Government Pension Scheme

Employees, including Chief Officers, may apply to the Council for consideration of early retirement if they are over the age of 55. Any pension and lump sum which may be payable has to be reduced by percentages decided by an actuary.

If, in the Council's opinion, there are grounds of compassion which are fair and justifiable. Any request by an employee (at any level) for the discretion to be exercised must clearly establish real and ongoing reasons to substantiate why the discretion should be allowed. The cost of approval must be given proper weight and all applications would be considered by Personnel Committee.

v) Augmentation of Scheme Membership on Termination of Employment (Regulation 12, of The Local Government Pension Scheme) (Benefits, Membership and Contributions) Regulations 2007

Applications from officers at all levels (including Chief Officers) will only be considered under this discretion in circumstances that are exceptional or specifically determined by Policy and Performance Committee.

16. Additional Payments Made to Chief Officers – Election Duties

The Chief Executive is nominated as the Returning Officer. In accordance with the national agreement, the Chief Executive is entitled to receive and retain the personal fees arising from performing the duties of Returning Officer, Acting Returning Officer, Deputy Returning Officer or Deputy Acting Returning Officer and similar positions which he or she performs subject to the payment of pension contributions thereon, where appropriate.

The role of Deputy Returning Officer will be assigned to the required officers working on the election. Deputy Returning Officers will receive payment in accordance with appendix 4.

Payments to the Returning Officer are governed as follows:

- for national elections, fees are prescribed by legislation;
- for local elections, fees are determined within a local framework used by other district councils within the county. This framework is applied consistently and is reviewed periodically by lead Electoral Services Officers within Nottinghamshire.

As these fees are related to performance and delivery of specific elections duties, they are distinct from the process for the determination of pay for Senior Officers.

17. Payments made in connection with Electoral Services Functions

Fees for all staff employed in connection with the electoral services function are reviewed and approved by Personnel Committee or Full Council as and when appropriate. The proposed staff fees for electoral services is shown in appendix 4.

18. Publication of and Access to Information Relating to Remuneration of Chief Officers

The Council publishes information relating to the remuneration of its Chief Officers on its website and which it updates annually. The Council also publishes each year within its annual Statement of Accounts, the salary and fees of all Chief Officers and Deputy Chief Officers whose earnings exceed £50,000.

19. Definition of Lowest Paid Employee

In April 2020 grade 2 and grade 3 were reduced to one spinal point within the grade. This provided balance to both grades 2 and 3. The lowest evaluated score in accordance with the GLPC job evaluation scheme remains the post of cleaner with 202 points and this falls within grade 2 of the Broxtowe Local Pay Scale.

On 1 October 2021 the salary difference between the lowest paid employee and the highest paid employee will be £96,765. This amount remains unchanged from the Pay Policy 2021/22 as the 2021/22 pay award has not yet been agreed.

20. Ratio of Pay

The ratio of the pay of the Council's top earner (Chief Executive) to that of its median earner is currently 5.37:1. This calculation of the pay multiple is based on base salary as at 1 November 2021.

21. Relationship Between Remuneration of Chief Officers and Remuneration of Employees who are not Chief Officers.

The Council implemented Single Status for all employees of the Council on 1 March 2011 following cabinet approval of a new pay and grading structure for Chief Officers on 10 March 2009 and all other employees on 29 June 2010.

The continuing evaluation of posts at all levels demonstrates non-discriminatory pay practices and that the Council pays equally for work of equal value.

22. Gender pay Gap

Although Broxtowe Borough Council has produced Gender Pay Gap information for a number of years, from April 2017 this is now a mandatory requirement. The rate is now expressed as the difference by hourly rate of pay rather than full time equivalent annual pay as produced previously.

The gender pay gap is calculated as the average difference between male and female earnings as a percentage of male earnings.

Note: The mean is an average. It is the grand total divided by the number of data points. The median is the middle value in a sample sorted into ascending order. If the sample contains an even number of values, the median is defined as the mean of the middle two.

The Gender Pay Gap for 2020-2021 as published on GOV.UK and the Council's website by hourly rate is as follows:

All Employees

Mean male hourly rate 13.3527
Mean female hourly rate 12.8736

Gender Pay Gap 3.59%

Full Time Employees

Mean male hourly rate 13.6182
Mean female hourly rate 13.8973

Gender Pay Gap -2.05%

Part Time Employees

Mean male hourly rate 10.8942
Mean female hourly rate 11.6502

Gender Pay Gap -6.94%

All Employees

Median male hourly rate 11.3607
Median female hourly rate 11.3607

Gender Pay Gap 0.00%

Full Time All Employees

Median male hourly rate 12.0812
Median female hourly rate 11.9669

Gender Pay Gap 0.95%

Part Time All Employees

Median male hourly rate 10.8932
Median female hourly rate 11.3607

Gender Pay Gap -4.29%

The Gender Pay Gap for 2019/20 was 0.00% for the Median and 4.90% for the Mean. Whilst the Median Gender Pay Gap has remained unchanged the Mean Gender Pay Gap has improved by 1.31%.

23. Foundation Living Wage

The Foundation Living Wage provides an hourly rate of pay based on the cost of living for employers inside and outside of London. This Foundation Living Wage can be paid voluntarily by organisations to show their commitment to meeting the 'real living wage' as it is referred to by the Foundation Living Wage.

The Foundation Living Wage for 2020/21 stands at £9.50 for employers outside of London and £10.85 for employers in London. The Broxtowe Local Pay Scales for 2021/22 show that Broxtowe Borough Council will continue to meet the Foundation Living Wage as the lowest hourly rate in 2021/22 will be £9.62. A revised Foundation Living Wage will be announced in November 2021. Based on previous year's increases the best assumption would make the revised Foundation Living Wage £9.80. Assuming a 2% pay award, which has been the case in recent years, the bottom of the pay scales for 2021/22 would increase to £9.81. Anticipating the hourly rate at the bottom of the Broxtowe Local Pay Scales for 2022/23 will be difficult due to the uncertainty surrounding the 2021/22 pay award which has not yet been agreed.

24. Pension Discretions Policy

The Local Government Pension Scheme (LGPS) regulations require employers who participate in the LGPS to draw up and publish a discretions policy. This policy should then be kept under review by the Council. Discretions are powers that enable employers to choose how to apply the scheme in respect of certain provisions. The Pension Discretions Policy is the Council's policy statement detailing all mandatory employer discretions. This policy was brought into effect in September 2020.

APPENDIX 1 – BROXTOWE LOCAL PAY STRUCTURE – FOR SENIOR POSTS EVALUATED USING HAY SCHEME.

From April 2022

Grade	SCP	2021/22	Hourly Rate
15 0-499	-	-	
	71	£45,155	23.4048
	72	£45,768	23.7227
	73	£46,376	24.0380
	74	£46,844	24.2803
CO1 HoS 500-629	75	£46,167	23.9294
	76	£47,323	24.5285
	77	£48,471	25.1240
	78	£49,631	25.7252
	79	£50,780	26.3207
CO2 HoS 630-759	80	£52,368	27.1435
	81	£53,678	27.8225
	82	£54,988	28.5016
	83	£56,299	29.1812
	84	£57,604	29.8575
CO3 Dir 760-939	85	£68,906	35.7159
	86	£70,626	36.6075
	87	£72,357	37.5043
	88	£74,078	38.3964
	89	£75,797	39.2874
CO3a Dir. 901-939	85a	£77,978	40.4181
	86b	£80,159	41.5487
	87c	£82,340	42.6789
	88d	£84,521	43.8095
	89e	£86,703	44.9402
CO4 DCEO 940-1119	90	£88,211	45.7220
	91	£90,416	46.8650
	92	£92,622	48.0084
	93	£94,827	49.1513
	94	£97,027	50.2916
CO5 CEO 1120+	95	£101,735	52.7319
	96	£105,710	54.7924
	97	£109,680	56.8503
	98	£111,430	57.7573
	99	£115,328	59.7774

Subject to the National Joint Council Chef Officer Pay Award for 2021/22

APPENDIX 2 – BROXTOWE LOCAL PAY STRUCTURE – FOR POSTS EVALUATED USING THE GLPC SCHEME.

From April 2022

JE Score [points]	Grade	SCP	April 2020	Rate
184-240	Grade 2	12	£18,563	9.6216
		-	-	-
		-	-	-
241-285	Grade 3	15	£18,964	9.8293
286-324	Grade 4	16	£19,239	9.9720
		17	£19,698	10.2101
		18	£20,054	10.3944
		19	£20,393	10.5701
		-	-	-
325-365	Grade 5	21	£20,565	10.6596
		22	£21,016	10.8934
		23	£21,467	11.1267
		24	£21,918	11.3605
		-	-	-
366-401	Grade 6	26	£22,427	11.6246
		27	£22,867	11.8526
		28	£23,308	12.0811
		29	£23,747	12.3085
		-	-	-
402-439	Grade 7	31	£24,359	12.6259
		32	£24,862	12.8869
		33	£25,365	13.1473
		34	£25,867	13.4077
		-	-	-

Subject to the National Joint Council Pay Award for 2021/22

JE Score [points]	Grade	SCP	April 2020	Rate
440-469	Grade 8	36	£26,537	13.7550
		37	£27,057	14.0244
		38	£27,576	14.2934
		39	£28,095	14.5623
		-	-	-
470-500	Grade 9	41	£29,023	15.0433
		42	£29,589	15.3367
		43	£30,157	15.6312
		44	£30,723	15.9247
		-	-	-
501-533	Grade 10	46	£31,941	16.5558
		47	£32,569	16.8812
		48	£33,193	17.2050
		49	£33,819	17.5294
		-	-	-
534-563	Grade 11	51	£34,709	17.9906
		52	£35,306	18.3000
		53	£35,903	18.6094
		54	£36,500	18.9189
		-	-	-
564-593	Grade 12	56	£37,288	19.3273
		57	£37,928	19.6591
		58	£38,567	19.9904
		59	£39,207	20.3222
		-	-	-
594-622	Grade 13	61	£40,107	20.7887
		62	£40,700	21.0960
		63	£41,293	21.4033
		64	£41,886	21.7106
		-	-	-
623-653	Grade 14	66	£42,564	22.0621
		67	£43,039	22.3082
		68	£43,511	22.5527
		69	£43,985	22.7987
		-	-	-
654+	Grade 15	71	£45,155	23.4048
		72	£45,768	23.7227
		73	£46,376	24.0380
		74	£46,844	24.2803
		-	-	-

APPENDIX 2a – BROXTOWE LOCAL PAY STRUCTURE – SCALE OF LOCAL ALLOWANCES

Broxtowe Borough Council Local Allowances (Subject to the National Joint Council Pay Award for 2021/22)

	2022/23
Relocation	
Lodging Allowance - per week	74.32
Settling in Allowance	379.92
Mileage Allowances	
Car Mileage Allowance (per mile) - (HMRC Rate)	0.45
Car PSV Rate (Training and Out of County Mileage over 50 miles)	0.22
Motor cycles - per mile	
not exceeding 500cc - (HMRC Rate)	0.24
Exceeding 500cc - (HMRC Rate)	0.24
Pedal cycles - per mile (HMRC Rate)	0.20
Voluntary Reliable Call Out	
Calls initiated between 11.00 pm and 6.0 am	15.83
Calls initiated at other times	11.42
Standby	
Per weekday session	12.36
Per day at weekend or bank holiday	37.09
First Aid - per month	13.74
First Aid (Mental Health) - per month	13.74
Travel and Subsistence Allowances	
Breakfast	6.31
Lunch	8.66
Tea	3.46
Evening Meal	10.68
Out of pocket expenses (Residential Courses)	
per night	4.98
per week	19.90
Long Service / Retirement Awards	
25 Years	448.17
Additional Years	19.38

APPENDIX 3 - CHIEF OFFICERS' REMUNERATION TABLE

Post	Salary Grade	Designated Car User Allowance	Professional Fees	BBC Pension Contribution
Chief Executive	CO5	Y	Y	18.0%
Deputy Chief Executive and Section 151 Officer	CO4	Y	Y	18.0%
Strategic Director	CO3	Y	Y	18.0%
Monitoring Officer	CO2	Y	Y	18.0%
Head of Housing	CO2	Y	Y	18.0%
Head of Finance	CO2	Y	Y	18.0%
Head of Environment	CO2	Y	Y	18.0%
Head of Asset Management & Development	CO2	Y	Y	18.0%
Head of Planning & Economic Development	CO2	Y	Y	18.0%
Head of Revenues, Benefits and Customer Services	CO2	Y	Y	18.0%
Head of Legal Services	CO1	Y	Y	18.0%
Head of Governance	CO1	Y	Y	18.0%
Head of Administration	15	Y	Y	18.0%

APPENDIX 4 – SCALE OF FEES FOR ELECTORAL FUNCTIONS

1. Elections

These fees are effective from 1 April 2022.

Polling Station Staff Fees

Fee	Scale
Presiding Officer Add 20% for 1st additional combined election and 10% for each combination thereafter	£208*
Poll Clerk Add 20% for 1st additional combined election and 10% for each combination thereafter	£140* £8.75 per hour
Polling Station Inspector	£208*
Training fee: face to face and test face to face or test only	£40* £20*
Delivery of training, fee per session	£150

*These fees do not include travelling expenses, which are at the discretion of the Returning Officer. Councils may use casual user mileage rates as laid down by the N.J.C - 45 pence per mile (private vehicle) and 24 pence per mile (motor cycle) or 20 pence per mile (bicycle). Reasonable out-of-pocket expenses may be paid where public transport is used.

Count Staff Fees

Fee	Scale*
Deputy Returning Officer	£25.00 per hour
Chief Counting Officer	£18.00 per hour (up to 10pm) £24.50 per hour (after 10pm)
Count Manager	£18.00 per hour (up to 10pm) £24.50 per hour (after 10pm)
Count Supervisor	£15.50 per hour (up to 10pm) £22.50 per hour (after 10pm)
Assistant Count Supervisor	£13.75 per hour (up to 10pm) £20.50 per hour (after 10pm)
Count Assistant	£12.50 per hour (up to 10pm) £18.75 per hour (after 10pm)
Count set up	£9.05 per hour
Door Supervisor	£13.75 per hour (up to 10pm) £20.50 per hour (after 10pm)
Verification of ballot paper accounts	£13.75 per hour £20.50 per hour (after 10pm)

Payment of additional fees for working overnight, to reflect unsociable hours, is at the discretion of the Returning Officer.

*These fees do not include travelling expenses, which are at the discretion of the Returning Officer. Councils may use casual user mileage rates as laid down by the N.J.C - 45 pence per mile (private vehicle) and 24 pence per mile (motor cycle) or 20 pence per mile (bicycle). Reasonable out-of-pocket expenses may be paid where public transport is used.

Postal Voting Staff Fees

Fees for issue or receipt of Postal Votes	Scale
Deputy Returning Officer	£25.00 per hour
Postal Vote Co-ordinator	£15 per hour (up to 5pm) £16.50 per hour (5pm to 10pm) £22.50 per hour (after 10pm)
Postal Voting Supervisor	£12.00 per hour (up to 5pm) £15 per hour (5pm to 10pm) £20.50 per hour (after 10pm)
Postal Voting Assistant	£9.05 per hour (up to 5pm) £13.75 per hour (5pm to 10pm) £18.75 per hour (after 10pm)

Returning Officer Fees

Fee	Scale
Returning Officer's fee for the 1st 1,000 local electors within each ward for which an election is held	£102
Returning Officer's fee for each additional 1,000 electors or part thereof per ward	£34
Returning Officer's fee for an uncontested Election	£41.50
Returning Officer's clerical fee per 1,000 electors	£8.40
Returning Officer's fee for postal voting (issue and receipt)	£165

Deputy Returning Officer and other Fees

Fee	Scale
Deputy Returning Officer's fee or Acting Deputy Returning Officer's fee for other duties (excluding count), eg: processing nominations	£160
General clerical staffing per 100 electors	£8.10
Poll card hand delivery per poll card	15p
Ballot box logistics	£110.25
Ballot box preparation	£9.05 per hour
Ballot book proofing	£9.05 per hour

Notes

Additional fees may be paid to cover the actual and necessary costs incurred by the Returning Officer for all purposes including clerical assistance, in connection with the election not already included in this scale.

2. Electoral Registration

Fee	Scale
Household Canvass	
For each visit	£1.30
Training – online course only	£10
Training – face to face and online course	£20
Mileage	45p per mile
Individual Canvass	
For each visit	£1.90
Mileage	45p per mile

Report of the Executive 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.

22 March 2022	<ul style="list-style-type: none"> • Business Plans and Financial Estimates 2022/23 - 2024/25
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Recommendation

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

Background papers

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