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JOINT HUMAN RESOURCES COMMITTEE (HBC) AGENDA

Membership:

Councillors (EHDC)

Carter, Johnson, Onslow, Saunders,
Thomas and Wherrell

Councillors (HBC)

Bolton, Buckley, Mrs Blackett, Hart,
Hilton and Shimbart

Meeting: Joint Human Resources Committee

Date: Tuesday 10 June 2014

Time: 4.00 pm

Venue: Havant Borough Council, Public Service Plaza, Civic Centre
Road, Havant, Hants PO9 2AX or East Hants District Council,
Penns Place, Petersfield, Hants GU31 4EX

The business to be transacted is set out below:

Jo Barden-Hernandez
Service Manager – Legal & Democratic Services

2 June 2014

Contact Officer: Penny Milne 023 92446234
Email: penny.milne@havant.gov.uk

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PART 1 (Items open for public attendance)

1 Appointment of Chairman

To appoint a Chairman of the Joint Human Resources Committee for
2014/15.

2 Appointment of Vice-Chairman

To appoint a Vice-Chairman of the Joint Human Resources Committee for 2014/15.

3 Apologies for Absence

4 Minutes 1 - 2

To approve the minutes of the meeting of the Joint Human Resources Committee held on 23 October 2013.

5 Matters Arising

To consider any matters arising from the minutes of the last meeting.

6 Declarations of Interests

7 Chairman's Report

8 Human Resources Panel 3 - 4

To note the minutes of the meeting of the Human Resources Panel (Havant) held on 24 April 2014.

9 Appointment of Human Resources Panels 5 - 6

10 Local Government Pension Scheme 2014 Discretionary Powers 7 - 36

11 Corporate Training Programme 37 - 52

12 People Plan 2014-15 53 - 64

13 Employee Recognition Schemes

To Follow.

PART 2 (Confidential items - closed to the public)

None.

GENERAL INFORMATION

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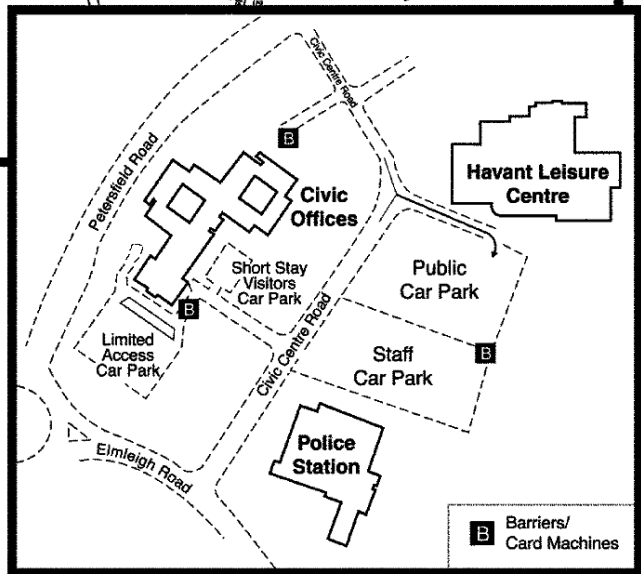
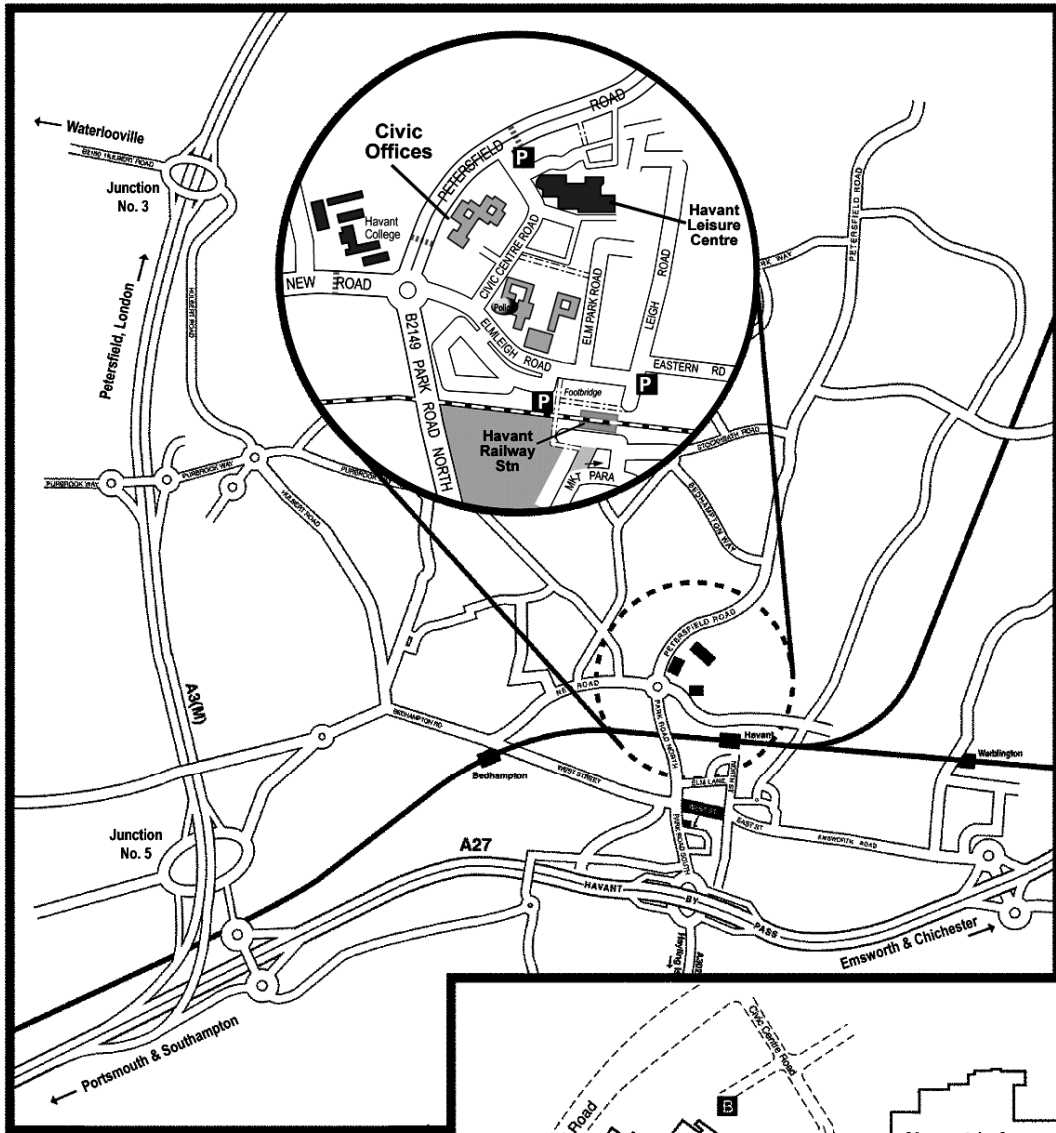
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 Telephone (023) 9247 4174

EAST HAMPSHIRE DISTRICT COUNCIL AND HAVANT BOROUGH COUNCIL

At a meeting of the Joint Human Resources Committee held on 23 October 2013

Present

Councillor Carter (Chairman)

Councillors

East Hampshire District Council: Councillors Glass, Johnson, Moulard, Onslow and Wherrell

Havant Borough Council: Councillors Mrs Blackett, Hart, Hilton and Shimbart

19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mrs M Smallcorn.

20 MINUTES

The minutes of the meeting held on 11 June 2013 were agreed as a correct record.

21 MATTERS ARISING

18. Alcohol and Substance Abuse Procedures

In response to a member of the Committee, confirmation was given that the procedures would be in place shortly.

16. Councillor Training Programme

Confirmation was also given that the draft Councillor Training Programme was currently being reviewed by Panels at each authority and that a programme of dates for training sessions would be arranged shortly.

22 DECLARATIONS OF INTERESTS

There were no declarations of interest from any of the members present.

23 CHAIRMAN'S REPORT

With the consent of the meeting the Chairman announced that future meetings of the Joint Human Resources Committee would be held at 4pm.

24 CORPORATE TRAINING PROGRAMME 2013/14 - UPDATE

The Committee received an update and review of the Corporate Training Programme for 2013-14.

Joint Human Resources Committee (23.10.13)

The Committee was pleased to note that training needs were assessed through the performance appraisal process and that take-up of training opportunities had been good.

In response to a member of the Committee, the officers gave an assurance that attendance levels across both authorities would be monitored and arrangements for training courses adjusted as required.

RESOLVED that

- (1) the report be noted; and
- (2) the Committee records its thanks to the officers for their work to date to develop the programme and congratulates them on their efforts.

25 COST OF LIVING SALARY INCREASE

The Committee considered a report giving details of the cost of living salary increase for staff that had been implemented in September 2013 and the proposed increase for Extended Management Team due to be implemented in October 2013. This information was presented to the Committee in the interest of openness and transparency.

RESOLVED that the report be noted.

The meeting commenced at 5.00 pm and concluded at 5.35 pm

HAVANT BOROUGH COUNCIL

At a meeting of the Human Resources Panel (HBC) held on 24 April 2014

Present

Councillor: Mrs Smallcorn (Chairman)

Councillors: Mrs Blackett and Hilton

1 Appointment of Chairman

RESOLVED that Councillor Mrs M Smallcorn be appointed as Chairman of the Human Resources Panel for the remainder of the 2013/14 municipal year.

Councillor Mrs Smallcorn in the Chair

2 Apologies for Absence

There were no apologies for absence.

3 Minutes

The minutes of the meeting held on 14 January 2013 were agreed as a correct record.

4 Matters Arising

There were no matters arising from the minutes of the last meeting.

5 Declarations of Interests

There were no declarations of interest from any of the members present.

6 Exclusion of the Press and Public

RESOLVED that the press and the public be excluded from the meeting during the consideration of the following item as:-

- (i) it was likely, in view of the nature of the business to be transacted, or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information as specified in paragraph 3 of Part I of Schedule 12A (as amended) to the Local Government Act 1972; and
- (ii) in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The report to be considered was exempt under Paragraphs 1 to 3 –
(Information relating to any individual whose information which is likely to reveal the

identity of any individual, Information relating to the financial affairs or business affairs of any particular person (including the Authority holding that information).

7 Appeal Against Dismissal

(This item was taken in camera)

The Panel was asked to consider an appeal against dismissal in accordance with the Panel's terms of reference and the Council's disciplinary procedures. The Panel considered confidential information setting out the background to the appeal. Both parties attended the appeal which followed due process.

The meeting adjourned from 3.00pm to consider the appeal and reconvened at 3.25pm.

Following the adjournment, all parties were invited to rejoin the meeting to receive the Panel's decision.

RESOLVED that the decision to dismiss be upheld on the basis that the Council's procedure had been fairly applied, that the decision was made with up to date and relevant information, that no new information had come to light that was not taken into account in making the decision and that the decision was based upon a thorough investigation and was reasonable in all the circumstances.

The meeting commenced at 2.30 pm and concluded at 3.27 pm

NON EXEMPT

HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Joint Human Resources Committee

10 June 2014

APPOINTMENT OF HUMAN RESOURCES PANELS

Report of the Democratic Services Officer

FOR DECISION YES

Key Decision: N/A

1.0 Purpose of Report

- 1.1 To appoint two local Human Resources Panels in accordance with the Committee's terms of reference.

2.0 Recommendation

RECOMMENDED

- 2.1 that the Committee appoints three of its members plus one standing deputy representing East Hampshire District Council, and three of its members plus one standing deputy representing Havant Borough Council, to sit on two local Human Resources Panels for each Council respectively.

3.0 Summary

- 3.1 With regard to pension matters, appeals and dismissals the terms of reference of the Joint Human Resources Committee provide for two local Human Resources Panels, one each serving Havant and East Hampshire, consisting solely of Havant and East Hampshire respectively, to:

- (a) agree to the retirement of all employees in the interests of efficiency;
- (b) agree whether or not, and if so, to what extent to, augment pensionable service when an employee will be leaving the Council's employment;
- (c) agree other payments in relation to termination of employment when required and any severance package exceeding £100,000;
- (d) appoint Panels as appropriate to hear appeals against dismissal from the Council's employment and appeals at stage two of the Grievance Procedure.

4.0 Implications

- 4.1 **Resources:**

None arising directly from this report.

4.2 Legal:
None arising directly from this report.

4.3 Strategy:
None arising directly from this report.

4.4 Risks:
None arising directly from this report.

4.5 Communications:
None arising directly from this report.

4.6 For the Community:
None arising directly from this report.

4.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following:
None arising directly from this report.

5.0 Consultation
Not applicable

Appendices:
None

Background Papers:
Nil

Agreed and signed off by:

Service Manager, Legal and Democratic: 2 June 2014
Executive Head of Governance & Logistics: 2 June 2014
Executive Head for Marketing and Development: 2 June 2014

Contact Officer: Penny Milne
Job Title: Democratic Services Officer
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EXEMPT/NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL

JOINT HUMAN RESOURCES COMMITTEE

10 June 2014

LOCAL GOVERNMENT PENSION SCHEME 2014 DISCRETIONARY POWERS

Report by the HR Business Partner

FOR DECISION - Yes

Key Decision: N/A

1.0 Purpose of Report

- 1.1 The introduction of the new Local Government Pension Scheme 2014 (LGPS) on 1st April 2014 requires all scheme employers to review their existing discretionary pension policy statements and publish new policy statements before 1st July 2014.

This report provides the committee with detail relating to proposed changes within the councils to the:

- Pension Scheme discretionary policies
- Flexible Retirement procedures

2.0 Recommendation

It is recommended that

- (1) the report be noted;
- (2) the discretionary policies be approved and adopted for use across both EHDC and HBC; and
- (3) the new Flexible Retirement Procedure for HBC and updated Flexible Retirement Procedure for EHDC be approved and adopted for use across both EHDC and HBC.

3.0 Summary

- 3.1 The Local Government Pension Scheme (LGPS) changed from 1st April 2014 and the regulations that apply to this scheme have also changed.
- 3.2 The Local Government Pension Scheme Regulations 2013 (regulation 60) requires all scheme employers to publish and keep under review a written policy statement on how they will apply their discretionary powers in relation to certain provisions of the LGPS.

EXEMPT/NON EXEMPT

3.3 This report sets out those discretions and makes recommendations on new policy. Policy must be set and notified to the Hampshire Pension Service as the administering authority before 1st July 2014

4.0 Subject of Report

4.1 The LGPS regulations, issued by the Department of Communities and Local Government (DCLG), require employers to produce their own policies on 'discretions'.

4.2 The new six main compulsory discretionary powers on which to set a policy are:

- Voluntary funding of additional pension - shared cost additional pension contributions
- Flexible retirement
- Waiving of actuarial reductions
- Awarding additional pension

And for those who stopped contributing to the LGPS between 1 April 2008 and 31 March 2014

- Switching on the 85 year rule
- Post - 31 March 2008 / pre - 1 April 2014 leavers early payment of pension

Further detail on these six main compulsory discretionary powers are set out in paragraphs a – f below.

a. Local Government Pension Scheme Regulations 2013 Regulation 16(2e) (4d) - Shared cost additional pension contributions

Additional pension contributions (APC) can be made by the employee. Under the 2008 scheme the employee's APC are limited to £5,000. Currently the council cannot choose to contribute.

Under the new scheme the APC limit has increased to £6,500. As an employer the Council can agree to meet some or all of the cost when an active scheme member wishes to increase their pension by up to £6,500 per annum:

- if the Council or the employee are already contributing towards additional pension, this will need to be taken into consideration
- the amount will be increased each April by Pensions Increase

The employer can make a one off or regular additional regular pension contribution at any proportion agreed.

It is proposed that the Council will only contribute to the cost of a member's additional pension contributions where required to do so under the LGPS Regulations. Where a member is voluntarily making additional pension contributions, the Council will not consider meeting any part of that cost.

Note:

EXEMPT/NON EXEMPT

An employee cannot commence an APC if they are in the 50/50 section (50/50 is a new provision where a scheme member elects to pay 50% reduced contributions for a given period in return for receiving reduced benefits for that period)

For unpaid leave absences this is not discretionary - there are different conditions (e.g. any additional pension contributions must continue to be paid whilst on child related leave, reserve forces leave or whilst in the 50/50 section).

APC should not be confused with Additional Voluntary Contributions (AVCs) which are a separate arrangement built up in another fund that sits alongside the main scheme.

b. Regulation 30 (6) - Power to allow flexible retirement

This provision enables an employer to grant permission for an employee who is aged 55 or over to receive payment of the pension benefits they have built up (in full or part) and continue working for the Council on less pay. This is providing the employer agrees to the member either reducing their hours or moving to a position on a lower grade.

In such cases, pension benefits will be reduced in accordance with actuarial tables unless the employer waives the reduction (see para C below), either fully or in part, or a member has protected rights.

The employer will pay any cost for early payment of the benefits, including the additional costs of waiving any early payment reduction. Currently the employer considers all requests for flexible retirement from staff who are aged 55 or over provided that the employee has either :

- a permanent reduction in remuneration of 40% through reduction in grade or hours (EHDC)
- a reduction on contractual hours or grade (HBC)

And there is a clear business case to the Council.

Under the new scheme the Council can continue to give this consent. It is proposed that exercising this discretion is more clearly defined through a written procedure. Approval will only be given when it is in the Council's interests to do so and is subject to a business case showing that there will be no adverse impact on Council service as a result of the flexible retirement proposal.

c. Regulation 30 (8) - Waiving of actuarial reductions

Under the 2008 scheme an employer has the discretion to allow an employee to retire voluntarily between the ages of 55-59 and receive immediate payment of their pension benefits. Payment of the pension early would be subject to actuarial reduction however the employer can agree to waive any actuarial reduction on compassionate grounds. To retire early the employee would have had to have the permission of their employer.

EXEMPT/NON EXEMPT

Under the new scheme employees aged between 55 and 59 will no longer need the permission of their employer to retire and receive immediate payment of their pension benefits however actuarial reductions will be applied.

Under the new scheme the Council can continue to consider waiving the actuarial reduction for employees and bearing the cost of this. This would apply when:

- An employee voluntary retires from age 55
- Permission is given to allow flexible retirement (reg 30 (6))

It is proposed that generally the Council would not bear the cost of actuarial reductions except in exceptional circumstances and agreed by JEB. Also, that the Council will not consent to ex employees taking deferred benefits unless there is no cost to the council

d. Regulation 31 - Power to award additional pension

The previous scheme enabled an employer to award up to £5,000 per annum of additional pension and/or augment up to a further 10 years worth of pension to an active scheme member.

Under the new scheme, 'augmentation' of up to 10 years no longer applies but an employer can award an additional pension of up to £6,500 a year. This can be awarded to either an active member or previous members (within 6 months of leaving) who were dismissed by reason of redundancy, or business efficiency, or whose employment was terminated by mutual consent on grounds of business efficiency.

Currently the Council do not generally award additional pension or augment, this would only be in exceptional circumstances.

It is proposed that as a rule, the Council will not award additional pension or membership. Any exceptional cases supported by a business case are to be determined by JEB.

However, if employees are retired in the interests of efficiency, the Chief Executive or an Executive Director will consider buying additional pension in the LGPS using an amount no greater than the payment that would have been received had an employee been made redundant. There may be tax implications associated with this.

Note:

If the Council or the employee are already contributing towards additional pension, this will need to be taken into consideration.

- the amount will be increased each April by Pensions Increase

An award may also be made within six months of leaving to members who have left on the grounds of redundancy or business efficiency.

EXEMPT/NON EXEMPT

e. LGPS (Transitional provisions, savings and amendments) Regulations 2014 - paragraph 2 (2) of schedule 2 - Switching on the 85year rule

This is a new regulation for the 2014 pension scheme. It did not exist in the 2008 scheme.

The new scheme allows the employer to apply the 85 year rule to pre 1 April 2014 accrued benefits (subject to a minimum actuarial reduction to age 60) (there will be no 85 year rule on post 2014 benefits).

The 85 year rule does not automatically apply if the employee decides to voluntarily draw benefits on or after age 55 and before age 60 - but the employer can agree to apply the 85 year rule to the pre 1 April 2014 accrued benefits.

It is proposed that the Council does not switch on the 85 year rule as it is cost prohibitive. Any exceptional circumstances including reference to the note below will be supported by a business case and agreed by JEB.

Note:

The exception to this relates to the entitlement to an enhanced pension under the 85 year rule for employees aged between 55-60. Under the new scheme rules there is no longer an automatic entitlement for employees in this age group to receive an unreduced pension when their service plus age is 85 or more. It is proposed that in exceptional circumstances the council may consider paying the additional cost of an unreduced pension and this should be clearly identified in the business cases.

f. LGPS (Benefits, Membership and Contributions) Regulations 2007 - Regulations 30 (2) (5) & 30A.(3) (5) Post - 31 March 2008 / pre - 1 April 2014 leavers early payment of pension

Under the new scheme an employer can allow the early payment of deferred benefits to those with pre 2014 benefits between ages 55 and 59. They may also allow early payment of pensions to former employees who were in receipt of a tier 3 ill health pension which has since been suspended.

In such cases, pension benefits will be reduced in accordance with actuarial tables unless the employer waives the reduction on compassionate grounds or a member has protected rights.

It is proposed that the council will not consent to immediate payment of benefits to an employee or ex-employee who requests this and retires voluntarily between age 55 and 60, unless there is no cost to the council.

Notes:

A member with deferred benefits or who previously retired with a tier three ill health pension can apply for their pension on ill health grounds at any age. This is not an employer discretion and the Council must have the member assessed

EXEMPT/NON EXEMPT

by an independent medical practitioner and make a decision based on the ill health certificate.

Where a deferred member left the LGPS before 1 April 2008, the employer policy will be subject to any restrictions that applied under the previous regulations. For example, a deferred member who left before 1 April 1998 may only be allowed to draw their benefits at age 60, age 65 or their normal retirement date.

The employer will pay any cost for early payment of the benefits, including the additional costs of waiving any early payment reduction.

g. **Augmentation of redundancy payments** (not a compulsory discretion)
Allowing staff who are made redundant to use their redundancy pay above statutory maximum to buy extra years in order to augment pension is a good way of ensuring staff that leave by way of redundancy do so on the best possible terms. There is no cost to the Council to allow this.

It is proposed that the Council has a new policy that allows the part of an employee's redundancy payment that relates to earnings in excess of the statutory maximum to be used to buy additional service in the Local Government Pension Scheme. This option is only open to employees if they request it before employment ceases. Employees should note that there may be tax implications.

- 4.3 Appendix A & B summarises and outlines the current policy on pension discretions for both councils and how they compare to the proposed policy for the new scheme regulations. It also gives the rationale for the proposed policy.

In reading the proposals, it goes without saying that exercising discretionary powers often comes at a price. As the Employer is required to formulate policies that do not lead to a loss of confidence in the public service, it follows that the policies should be affordable.

When proposing the policy, support has been given from Hampshire Pension Services along with consideration to the recently approved policy position of Hampshire County Council. Further consideration has also been given to ensure that the proposed policies do not unnecessarily restrict the Council's discretionary powers.

With each proposed term "a business case must be made" has been set, this is so that each case can be dealt with on its merits and on the circumstances and due regard, where appropriate, can be made to the 'equality (Disability and Age) regulations'. This is so the Council would be able to defend any claim of discrimination by satisfying a tribunal that our policy is objectively justified.

- 4.4 Additionally a further procedure document in relation to requests for flexible retirement is attached. Flexible retirement is an option in that rather than continuing in a job to normal retirement age, employees can with the employer's consent, reduce their hours or move to a lower grade and draw some or all of their pension benefits whilst continuing in employment – enabling transition and smoother ease into retirement. This new policy document will guide management in how to respond and deal with requests for flexible retirement. Currently EHDC has a written procedure and this has been updated to reflect structural job

EXEMPT/NON EXEMPT

changes. A new procedure has been drafted for HBC. These can be found at appendix C & D.

5.0 Implications

5.1 Resources:

There are no direct financial implications identified within this report at this time. However the financial implications of implementing decisions from any agreed discretionary policy will need to be taken into account and clearly identified in any business case.

5.2 Legal:

The Council is required by the regulations to have a written policy on compulsory discretion and inform the pension service of such by 1st July 2014.

The constitution be amended to reflect the changes in this report.

5.3 Strategy: *Nil*

5.4 Risks:

A lack of acceptable policy on which to make decisions and being issued with a notice of failure to comply by the pension regulator.

5.5 Communications:

The policy, once agreed, will be published to employees.

5.6 For the Community:

5.7 The Integrated Impact Assessment (IIA) has been completed and concluded the following: N/A

6.0 Consultation

JEB agreed these policies on 20 May 2014.
Unison branches were consulted on 12 May 2014.

Appendices:

- A. Employer Discretions – HBC
- B. Employer Discretions – EHDC
- C. Flexible Retirement Procedure – HBC
- D. Flexible Retirement Procedure – EHDC
- E. FAQs

Background Papers: *(provide evidence of any previous report, government guidance, relevant website etc.)*

EXEMPT/NON EXEMPT

Agreed and signed off by:

Legal Services: 21st May 2014

Executive Head of Governance & Logistics: 23rd May 2014

Relevant Executive Head: 21st May 2014

Contact Officer: Spencer Drain
Job Title: HR Business Partner
Telephone: 02392 446325
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**LOCAL GOVERNMENT PENSION SCHEME REGULATIONS – EMPLOYER DISCRETIONS
HAVANT BOROUGH COUNCIL
MAY 2014**

The LGPS regulations, issued by the Department of Communities and Local Government (DCLG), require employers to produce their own policies on 'discretions'. There are two types of discretion – compulsory and optional.

The *minimum* requirement is to have a policy on each of the following compulsory discretions;

- **Regulation 16 (2e) (4d) Shared cost additional pension contributions**
- **Regulation 30 (6) Power to allow flexible retirement**
- **Regulation 30 (8) Waiving of actuarial reductions**
- **Regulation 31 Power to award additional pension**
- **(LGPS Regulations 2014 (Transitional provisions, savings and amendments - paragraph 2 (2) of schedule 2)) - Switching on the 85 year rule**
- **Regulation B30 (2) (5).B30A.(3).(5) Post - 31 March 2008 / pre - 1 April 2014 leavers early payment of pension**

For comparison and where applicable, set out below are details of Havant Borough Council current *compulsory* policies that were approved in October 2008.

REGULATION & DISCRETION	Current HBC Policy	Rationale	New Policy
<p>Regulation 16 (2e) (4d) Shared cost additional pension contributions.</p> <p>An employer can agree to meet some of the cost when an active scheme member wishes to increase their pension by up to £6,500 per annum if you or the employee are already contributing towards additional pension, this will need to be taken into consideration</p> <p>the amount will be increased each April by Pensions Increase</p>	<p>No existing policy as new regulation.</p>	<p>The costs can be highly prohibitive and this can lead to a loss of public confidence.</p>	<p>The Council will only contribute to the cost of a member's additional pension contributions where required to do so under the LGPS Regulations. Where a member is voluntarily making additional pension contributions, the Council will not consider meeting any part of that cost.</p>

REGULATION & DISCRETION	Current HBC Policy	Rationale	New Policy
<p>The employer can make a one off or regular additional regular pension contribution at any proportion agreed</p> <p>Note An employee cannot commence an additional pension contribution in this circumstance if they are in the 50/50 section</p> <p>For unpaid leave absences this is not discretionary - there are different conditions (e.g. the additional pension contributions must continue to be paid even in the 50/50 section)</p>			
<p>Regulation 30 (6) Power to allow flexible retirement.</p> <p>An employer can allow a member aged 55 or more to draw all of the pension benefits they have already built up whilst still continuing in employment.</p> <p>This is provided the employer agrees to the member either reducing their hours or moving to a position on a lower grade.</p> <p>In such cases, pension benefits will be reduced in accordance with actuarial tables unless the employer waives the reduction, either fully or in part, or a member has protected rights.</p> <p>The employer will pay any cost for early payment of the benefits, including the additional costs of waiving any early payment reduction.</p>	<p>Previous regs 18 (1) & (3). The Council will consider applications from employees age 55 (50 for Scheme members as at 31 March 2008 until 31 March 2010) and over where they either reduce their contractual hours or their grade and there is a clear business case and/or significant financial benefit to the Council.</p>	<p>The existing policy does not define clearly the parameters for allowing flexible retirement so this proposed change sets out in far clearer terms when flexible retirement can happen. A separate procedure has been drafted on this.</p>	<p>The Council will consider all written requests for flexible retirement and will only approve a request when it is in the Council's interests to do so. Consent to pension benefits being paid, in line with age eligibility, may be approved provided the employee's remuneration is permanently reducing by at least 40 per cent through a reduction in hours or grade. Consideration will be given to the requirements of the service and any early retirement charge which is payable to the Pension Fund being considered affordable in each case.</p> <p>In exceptional circumstances the Council may consider waiving the member's early</p>

REGULATION & DISCRETION	Current HBC Policy	Rationale	New Policy
			payment reduction and this must be agreed by an Executive Director or the Chief Executive.
<p>Regulation 30 (8) Waiving of actuarial reductions.</p> <p>An employer can agree to waive any actuarial reduction on pre 2014 benefits on compassionate grounds and / or waive on any grounds all, some or non of the reductions on post 2014 benefits</p> <p>The employer will pay for the cost of waiving the reductions</p>	<p>Previous reg 30 (2) said An employer can allow voluntary early retirement to current employees who are contributing members of the LGPS between the ages of 55 and 59. In such cases, pension benefits will be reduced in accordance with actuarial tables unless the employer waives the reduction on compassionate grounds or a member has protected rights. Policy was No general adoption of this policy but any exceptional cases to be determined by Staffing Matters Committee</p>	<p>The costs can be highly prohibitive and this can lead to a loss of public confidence. However the ability to consider any exceptional cases on the grounds of compassionate reasons will show us to be a considerate employer.</p>	<p>As a rule, the Council will not waive actuarial reductions applicable to an employee who retires voluntarily between 55 and Normal Pension Age . Any exceptional cases supported by a business case to be determined by JEB.</p> <p>HBC will not consent to ex employees taking deferred benefits unless there is no cost to the council.</p>
<p>Regulation 31 Power to award additional pension</p> <p>An employer can award an additional pension of up to £6,500 a year, to an active member</p> <ul style="list-style-type: none"> if you or the employee are already contributing towards additional pension, this will need to be taken into consideration the amount will be increased each April by Pensions Increase <p>An award may also be made within six months of leaving to members who have left on the grounds of redundancy or business efficiency</p>	<p>Previous reg 13 . An employer can award an additional pension of not more than £5,000 a year, to a member who is currently paying contributions to the scheme.</p> <p>Additional pension may be awarded in addition to any increase of total membership awarded under Regulation 12.</p> <p>The employer will pay for the cost of the additional pension. Policy was No general adoption of this policy but any exceptional cases to be determined by Staffing Matters Committee</p>	<p>The costs can be highly prohibitive and this can lead to a loss of public confidence.</p> <p>However the ability to consider any exceptional cases rather than lose a key member of staff, Awarding additional pension could be used as an incentive for that person not to leave employment. Rewarding in this way can have advantages over inducements made through other elements of the pay and rewards package.</p>	<p>As a rule, the Council will not award additional pension or membership. Any exceptional cases supported by a business case are to be determined by JEB.</p> <p>However, if employees are retired in the interests of efficiency, the Chief Executive or an Executive Director will consider buying additional pension in the LGPS using an amount no greater than the payment that would have been received had an</p>

REGULATION & DISCRETION	Current HBC Policy	Rationale	New Policy
The employer will pay a one of contribution in order to buy a set amount of additional pension.			employee been made redundant. There may be tax implications associated with this.
For those who stopped contributing to the LGPS between 1 April 2008 and 31 March 2014:			
LGPS Regulations 2014 (Transitional provisions, savings and amendments - paragraph 2 (2) of schedule 2) - Switching on the 85 year rule	No existing policy as new regulation.	The costs can be highly prohibitive and this can lead to a loss of public confidence.	As a rule, the Council will not switch on the 85 year rule. Any exceptional cases supported by a business case to be determined by JEB.
Regulation B30 (2) (5).B30A.(3).(5) Post - 31 March 2008 / pre - 1 April 2014 leavers early payment of pension	No existing policy as new regulation.	The costs can be highly prohibitive and this can lead to a loss of public confidence.	The Council will not consent to immediate payment of benefits to an employee or ex-employee who requests this and retires voluntarily between age 55 and 60, unless there is no cost to the Council. Any exceptional cases supported by a business case to be determined by JEB.
Other – Augmentation of redundancy payments	No existing policy but this has been allowed in the past provided there was no cost to the council.	Allowing staff who are made redundant to use their redundancy pay above statutory to buy extra years in order to augment pension is a good way of ensuring staff that leave by way of redundancy do so on the best possible terms. There is no cost to the Council.	The part of an employees redundancy payment that relates to earnings in excess of the statutory maximum can be used to buy additional service in the Local Government Pension Scheme. This option is only open to employees if they request it before employment ceases. Employees should

REGULATION & DISCRETION	Current HBC Policy	Rationale	New Policy
			note that there may be tax implications.

Set out below are details of Havant Borough Council current **Optional** policies. It is recommended that .

REGULATION & DISCRETION	Current HBC Policy	Rationale	New Policy
25 (3). To operate a shared cost Additional Voluntary Contribution (AVC) Scheme.	No general adoption of this policy but any exceptional cases to be determined by Staffing Matters Committee.	The costs can be highly prohibitive and this can lead to a loss of public confidence. The pension is a good scheme and members are able to pay personal AVCs in any case.	It is the Council's policy not to offer shared cost AVCs.
32. The 12 month time limit for transferring pension rights (deferred benefits) from a previous LGPS fund or employer may be extended (but only where there has not been an option to transfer with a previous LGPS employer).	With the exception of any current employee who took a preserved benefit when they received an enforced reduction in pensionable remuneration, the Council will only accept elections to combine pension rights from previous local government employment with a current period of membership, which are made within 12 months of re-joining the scheme.	No case for change – stay as is. However extending the time limit could have adverse cost implications for the Pension Fund and/or the Council. Allowance is made for future investment return and normal payment age when calculating the service credit. Where for instance an employee age 57 is being made redundant or is retiring under ill health grounds, the pension is paid early with no reduction. If this employee decided to transfer previous benefits into the Fund just before leaving, the service credit would be overstated, as it would be assumed that payment of benefits would not be until age 65. As a result, there would be an additional cost to the pension	With the exception of any current employee who took a preserved benefit when they received an enforced reduction in pensionable remuneration, the Council will only accept elections to combine pension rights from previous local government employment with a current period of membership, which are made within 12 months of re-joining the scheme.

		fund which would be passed onto the Council.																									
<p>55. Policy on re-banding From 1st April 2013 Scheme members pay contributions based on their pensionable pay according to the following table:</p> <table border="1" data-bbox="230 379 799 1031"> <thead> <tr> <th>Band</th> <th>whole-time equivalent pay bands from April 2013</th> <th>Employee contribution rate (%)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Up to £13,700</td> <td>5.5</td> </tr> <tr> <td>2</td> <td>£13,701 to £16,100</td> <td>5.8</td> </tr> <tr> <td>3</td> <td>£16,101 to £20,800</td> <td>5.9</td> </tr> <tr> <td>4</td> <td>£20,801 to £34,700</td> <td>6.5</td> </tr> <tr> <td>5</td> <td>£34,701 to £46,500</td> <td>6.8</td> </tr> <tr> <td>6</td> <td>£46,501 to £87,100</td> <td>7.2</td> </tr> <tr> <td>7</td> <td>More than £87,100</td> <td>7.5</td> </tr> </tbody> </table> <p>Employers are required to determine at what date an employee's contribution changes if their pay band changes.</p>	Band	whole-time equivalent pay bands from April 2013	Employee contribution rate (%)	1	Up to £13,700	5.5	2	£13,701 to £16,100	5.8	3	£16,101 to £20,800	5.9	4	£20,801 to £34,700	6.5	5	£34,701 to £46,500	6.8	6	£46,501 to £87,100	7.2	7	More than £87,100	7.5	<p>Employee contribution rates will be determined according to full-time equivalent annual salaries at the 1st of April each year and will only be revised for pay awards, promotions, re-gradings or increments backdated to 1st of April. The contribution rates for new employees will be based on the full-time equivalent annual starting salary.</p>	<p>Follow the national rates as this allows the council to make budget calculations accurately.</p>	<p>Not required any longer as contribution rates are set nationally.</p>
Band	whole-time equivalent pay bands from April 2013	Employee contribution rate (%)																									
1	Up to £13,700	5.5																									
2	£13,701 to £16,100	5.8																									
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**LOCAL GOVERNMENT PENSION SCHEME REGULATIONS – EMPLOYER DISCRETIONS
EAST HAMPSHIRE DISTRICT COUNCIL
MAY 2014**

The LGPS regulations, issued by the Department of Communities and Local Government (DCLG), require employers to produce their own policies on 'discretions'. There are two types of discretion – compulsory and optional.

The *minimum* requirement is to have a policy on each of the following compulsory discretions;

- **Regulation 16 (2e) (4d) Shared cost additional pension contributions**
- **Regulation 30 (6) Power to allow flexible retirement**
- **Regulation 30 (8) Waiving of actuarial reductions**
- **Regulation 31 Power to award additional pension**
- **(LGPS Regulations 2014 (Transitional provisions, savings and amendments - paragraph 2 (2) of schedule 2)) - Switching on the 85 year rule**
- **Regulation B30 (2) (5).B30A.(3).(5) Post - 31 March 2008 / pre - 1 April 2014 leavers early payment of pension**

For comparison and where applicable, set out below are details of East Hampshire District Council current *compulsory* policies

REGULATION & DISCRETION	Current EHDC Policy	Rationale	New Policy
<p>Regulation 16 (2e) (4d) Shared cost additional pension contributions.</p> <p>An employer can agree to meet some of the cost when an active scheme member wishes to increase their pension by up to £6,500 per annum if you or the employee are already contributing towards additional pension, this will need to be taken into consideration</p> <p>the amount will be increased each April by Pensions Increase</p> <p>The employer can make a one off or</p>	<p>No existing policy as new regulation.</p>	<p>The costs can be highly prohibitive and this can lead to a loss of public confidence.</p>	<p>The Council will only contribute to the cost of a member's additional pension contributions where required to do so under the LGPS Regulations. Where a member is voluntarily making additional pension contributions, the Council will not consider meeting any part of that cost.</p>

REGULATION & DISCRETION	Current EHDC Policy	Rationale	New Policy
<p>regular additional regular pension contribution at any proportion agreed</p> <p>Note An employee cannot commence an additional pension contribution in this circumstance if they are in the 50/50 section</p> <p>For unpaid leave absences this is not discretionary - there are different conditions (e.g. the additional pension contributions must continue to be paid even in the 50/50 section)</p>			
<p>Regulation 30 (6) Power to allow flexible retirement.</p> <p>An employer can allow a member aged 55 or more to draw all of the pension benefits they have already built up whilst still continuing in employment.</p> <p>This is provided the employer agrees to the member either reducing their hours or moving to a position on a lower grade.</p> <p>In such cases, pension benefits will be reduced in accordance with actuarial tables unless the employer waives the reduction, either fully or in part, or a member has protected rights.</p> <p>The employer will pay any cost for early payment of the benefits, including the additional costs of waiving any early payment reduction.</p>	<p>Previous regs 18 (1) & (3). The Council will consent to pension benefits being paid, in line with above age eligibility, provided the employee's remuneration is reducing typically by 40 per cent through a reduction in hours or grade. Consideration will be given to the requirements of the service and any early retirement charge which is payable to the Pension Fund being considered affordable in each case.</p> <p>In exceptional circumstances the Council may consider waiving the member's early payment reduction.</p>	<p>No substantive change from existing policy but a separate procedure has been drafted that updates structural changes made</p>	<p>The Council will consider all written requests for flexible retirement and will only approve a request when it is in the Council's interests to do so. Consent to pension benefits being paid, in line with age eligibility, may be approved provided the employee's remuneration is permanently reducing by at least 40 per cent through a reduction in hours or grade. Consideration will be given to the requirements of the service and any early retirement charge which is payable to the Pension Fund being considered affordable in each case.</p> <p>In exceptional circumstances the Council may consider waiving the member's early payment reduction and this</p>

REGULATION & DISCRETION	Current EHDC Policy	Rationale	New Policy
			must be agreed by an Executive Director or the Chief Executive.
<p>Regulation 30 (8) Waiving of actuarial reductions.</p> <p>An employer can agree to waive any actuarial reduction on pre 2014 benefits on compassionate grounds and / or waive on any grounds all, some or non of the reductions on post 2014 benefits</p> <p>The employer will pay for the cost of waiving the reductions</p>	<p>Previous reg 30 (2) said An employer can allow voluntary early retirement to current employees who are contributing members of the LGPS between the ages of 55 and 59. In such cases, pension benefits will be reduced in accordance with actuarial tables unless the employer waives the reduction on compassionate grounds or a member has protected rights. Policy was The Council will, in line with statutory regulations, consent to the early payment of pensions from age 55 (current employees aged over 50 and who are members of LGPS on 31 March 2008 and who are leaving before 31 March 2010) in the event of redundancy or termination in the interest of efficiency</p> <p>The Council will consent to immediate payment of benefits to an employee who requests this and retires voluntarily between aged 55 and 60 (or over 50 and who are members of LGPS on 31 March 2008 and who are leaving before 31 March 2010) subject to it being in the Council's interest to do so and</p>	<p>The costs can be highly prohibitive and this can lead to a loss of public confidence. However the ability to consider any exceptional cases on the grounds of compassionate reasons will show us to be a considerate employer.</p>	<p>As a rule, the Council will not waive actuarial reductions applicable to an employee who retires voluntarily between 55 and Normal Pension Age . Any exceptional cases supported by a business case to be determined by JEB.</p> <p>EHDC will not consent to ex employees taking deferred benefits unless there is no cost to the council.</p>

REGULATION & DISCRETION	Current EHDC Policy	Rationale	New Policy
	<p>with regard to the Pension Fund charge being affordable and the consent of the Chief Executive, Section 151 Officer and HR Manager. In exceptional circumstances the Council may consider waiving the early payment reduction on compassionate grounds on a case by case basis.</p>		
<p>Regulation 31 Power to award additional pension</p> <p>An employer can award an additional pension of up to £6,500 a year, to an active member</p> <ul style="list-style-type: none"> if you or the employee are already contributing towards additional pension, this will need to be taken into consideration the amount will be increased each April by Pensions Increase <p>An award may also be made within six months of leaving to members who have left on the grounds of redundancy or business efficiency</p> <p>The employer will pay a one of contribution in order to buy a set amount of additional pension.</p>	<p>Previous reg 13 . An employer can award an additional pension of not more than £5,000 a year, to a member who is currently paying contributions to the scheme.</p> <p>Additional pension may be awarded in addition to any increase of total membership awarded under Regulation 12.</p> <p>The employer will pay for the cost of the additional pension. Policy was not to award additional pension</p>	<p>The costs can be highly prohibitive and this can lead to a loss of public confidence.</p> <p>However the ability to consider any exceptional cases rather than lose a key member of staff, Awarding additional pension could be used as an incentive for that person not to leave employment. Rewarding in this way can have advantages over inducements made through other elements of the pay and rewards package.</p>	<p>as a rule, the Council will not award additional pension or membership. Any exceptional cases supported by a business case are to be determined by JEB.</p> <p>However, if employees are retired in the interests of efficiency, the Chief Executive or an Executive Director will consider buying additional pension in the LGPS using an amount no greater than the payment that would have been received had an employee been made redundant. There may be tax implications associated with this.</p>
<p>For those who stopped contributing to the LGPS between 1 April 2008 and 31 March 2014:</p>			
<p>LGPS Regulations 2014</p>	<p>No existing policy as new regulation.</p>	<p>The costs can be highly prohibitive and this can lead to</p>	<p>As a rule, the Council will not switch on the 85 year rule.</p>

REGULATION & DISCRETION	Current EHDC Policy	Rationale	New Policy
(Transitional provisions, savings and amendments - paragraph 2 (2) of schedule 2) - Switching on the 85 year rule		a loss of public confidence.	Any exceptional cases supported by a business case to be determined by JEB.
Regulation B30 (2) (5).B30A.(3).(5) Post - 31 March 2008 / pre - 1 April 2014 leavers early payment of pension	No existing policy as new regulation.	The costs can be highly prohibitive and this can lead to a loss of public confidence.	The Council will not consent to immediate payment of benefits to an employee or ex-employee who requests this and retires voluntarily between age 55 and 60, unless there is no cost to the Council. Any exceptional cases supported by a business case to be determined by JEB.
Other – Augmentation of redundancy payments	No existing policy but this has been allowed in the past provided there was no cost to the council.	Allowing staff who are made redundant to use their redundancy pay above statutory to buy extra years in order to augment pension is a good way of ensuring staff that leave by way of redundancy do so on the best possible terms. There is no cost to the Council.	The part of an employees redundancy payment that relates to earnings in excess of the statutory maximum can be used to buy additional service in the Local Government Pension Scheme. This option is only open to employees if they request it before employment ceases. Employees should note that there may be tax implications.

Set out below are details of East Hampshire District Council current **Optional** policies. It is recommended that the new optional policies are adopted as follows.

REGULATION & DISCRETION	Current EHDC Policy	Rationale	New Policy
25 (3). To operate a shared cost Additional Voluntary Contribution (AVC) Scheme.	It is the Council's policy not to offer shared cost AVCs.	No Change - The costs can be highly prohibitive and this can lead to a loss of public confidence. The pension is a good scheme and members are able to pay personal AVCs in any case.	It is the Council's policy not to offer shared cost AVCs.
32. The 12 month time limit for transferring pension rights (deferred benefits) from a previous LGPS fund or employer may be extended (but only where there has not been an option to transfer with a previous LGPS employer).	Nil	Extending the time limit could have adverse cost implications for the Pension Fund and/or the Council. Allowance is made for future investment return and normal payment age when calculating the service credit. Where for instance an employee age 57 is being made redundant or is retiring under ill health grounds, the pension is paid early with no reduction. If this employee decided to transfer previous benefits into the Fund just before leaving, the service credit would be overstated, as it would be assumed that payment of benefits would not be until age 65. As a result, there would be an additional cost to the pension fund which would be passed onto the Council.	With the exception of any current employee who took a preserved benefit when they received an enforced reduction in pensionable remuneration, the Council will only accept elections to combine pension rights from previous local government employment with a current period of membership, which are made within 12 months of re-joining the scheme.

**HAVANT BOROUGH COUNCIL
FLEXIBLE RETIREMENT PROCEDURE**

1.0 Purpose and Scope

- 1.1 The purpose of this procedure is to outline how the Council will exercise its discretionary powers in relation to requests for flexible retirement. The policy applies to employees aged 55 or over and who are active members of the Local Government Pension Scheme (LGPS) and have 3 or more months pensionable service.

2.0 Considerations

- 2.1 The Council, will consider the following factors in deciding whether to exercise its discretionary powers with regard to flexible retirement:
- the reasonableness of the proposals
 - the effect upon the service provision to customers
 - that the policy is workable, affordable and reasonable in terms of foreseeable costs

3.0 Policy

- 3.1 This is as follows:
- the Council will consider all written requests for flexible retirement and will only approve a request when it is in the Council's interests to do so. All cost falling on the Council as an employer must be affordable and within existing cash limits. Where this is not achieved, the proposal should be accompanied by a supplementary plan detailing how any costs will be recovered.
 - A request should typically involve a permanent reduction in salary of *at least* 40%, either through reduced hours of work or level of job responsibility (grade).
 - If agreed, the employee's contract of employment will be amended on a permanent basis by mutual agreement to reflect the new hours or grade, and continuity of service will be preserved for terms and conditions purposes.

In exceptional circumstances the Council may consider waiving the member's early payment reduction and this must be agreed by an Executive Director or the Chief Executive.

4.0 Eligibility Criteria

- 4.1 The employee must be a current member of the pension scheme and aged 55 or more.
- 4.2 Employee should note that typically pension benefits will be reduced in accordance with actuarial tables (available from the pension service) unless the council waives the reduction, either fully or in part, or a member has protected rights.
- If a person is granted flexible retirement between the ages of 55 and Normal Pension Age and the 'rule of 85' (service and age in complete years totalling 85) is not satisfied, their pension benefits will be reduced.
 - If a person is granted flexible retirement between 55 and 60 and satisfies 'the rule of 85', there will usually be a cost to the employer to cover the strain on the Pension Fund. If the employer consents to flexible retirement in this case, benefits earned before 1 April 2008 (or 1 April 2016 for those born before 1 April 1956) will not be reduced, as long as the person joined the Scheme before 1 October 2006.
 - If the person is over 60 and satisfies the rule of 85, there will be no strain on the Pension Fund so there is no cost to the employer. Benefits earned before 1 April 2008 (or 1 April 2016 for those born before 1 April 1956) will not be reduced, as long as the person joined the Scheme before 1 October 2006.
- 4.3 A person can remain in the LGPS following flexible retirement and accrue further benefits in the continuing employment.

5.0 Consent Process

5.1 For All Employees Below Service Manager Level

Consideration will be given to the impact on the delivery of the service. The Executive Head must consult with HR, who will ensure that a consistent approach is taken and that decisions are in line with the policy. If there is no financial impact, the case may be approved by the Executive Head of Service and HR.

If there is a Pension Fund charge the business case must also be approved by an Executive Director or above and the Section 151 Officer in consultation with HR.

5.2 For Employees at Service Manager Level and Above

Consideration will be given to the impact on the delivery of the service.

The Chief Executive must consult with HR, who will ensure that a consistent approach is taken and that decisions are in line with the policy. If there is no financial impact, the case may be approved by the Chief Executive and HR.

If there is a Pension Fund charge the business case must be approved by the Chief Executive and the Section 151 Officer in consultation with HR.

6.0 Appeals Procedure

6.1 An employee who wishes to appeal against a business decision not to allow them flexible retirement should lodge an appeal to the next level of management via HR.

7.0 Revision

7.1 This procedure will be reviewed in accordance with changes in LGPS regulations and other relevant legislation, and in consultation with the recognised trade union.

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**EAST HAMPSHIRE DISTRICT COUNCIL
FLEXIBLE RETIREMENT PROCEDURE**

1.0 Purpose and Scope

- 1.1 The purpose of this procedure is to outline how the Council will exercise its discretionary powers in relation to requests for flexible retirement. The policy applies to employees aged 55 or over and who are active members of the Local Government Pension Scheme (LGPS) and have 3 or more months pensionable service.

2.0 Considerations

- 2.1 The Council, will consider the following factors in deciding whether to exercise its discretionary powers with regard to flexible retirement:
- the reasonableness of the proposals
 - the effect upon the service provision to customers
 - that the policy is workable, affordable and reasonable in terms of foreseeable costs

3.0 Policy

- 3.1 This is as follows:
- the Council will consider all written requests for flexible retirement and will only approve a request when it is in the Council's interests to do so. All cost falling on the Council as an employer must be affordable and within existing cash limits. Where this is not achieved, the proposal should be accompanied by a supplementary plan detailing how any costs will be recovered.
 - A request should typically involve a permanent reduction in salary of *at least* 40%, either through reduced hours of work or level of job responsibility (grade).
 - If agreed, the employee's contract of employment will be amended on a permanent basis by mutual agreement to reflect the new hours or grade, and continuity of service will be preserved for terms and conditions purposes.

In exceptional circumstances the Council may consider waiving the member's early payment reduction and this must be agreed by an Executive Director or the Chief Executive.

4.0 Eligibility Criteria

- 4.1 The employee must be a current member of the pension scheme and aged 55 or more.
- 4.2 Employee should note that typically pension benefits will be reduced in accordance with actuarial tables (available from the pension service) unless the council waives the reduction, either fully or in part, or a member has protected rights.
- If a person is granted flexible retirement between the ages of 55 and Normal Pension Age and the 'rule of 85' (service and age in complete years totalling 85) is not satisfied, their pension benefits will be reduced.
 - If a person is granted flexible retirement between 55 and 60 and satisfies 'the rule of 85', there will usually be a cost to the employer to cover the strain on the Pension Fund. If the employer consents to flexible retirement in this case, benefits earned before 1 April 2008 (or 1 April 2016 for those born before 1 April 1956) will not be reduced, as long as the person joined the Scheme before 1 October 2006.
 - If the person is over 60 and satisfies the rule of 85, there will be no strain on the Pension Fund so there is no cost to the employer. Benefits earned before 1 April 2008 (or 1 April 2016 for those born before 1 April 1956) will not be reduced, as long as the person joined the Scheme before 1 October 2006.
- 4.3 A person can remain in the LGPS following flexible retirement and accrue further benefits in the continuing employment.

5.0 Consent Process

5.1 For All Employees Below Service Manager Level

Consideration will be given to the impact on the delivery of the service. The Executive Head must consult with HR, who will ensure that a consistent approach is taken and that decisions are in line with the policy. If there is no financial impact, the case may be approved by the Executive Head of Service and HR.

If there is a Pension Fund charge the business case must also be approved by an Executive Director or above and the Section 151 Officer in consultation with HR.

5.2 For Employees at Service Manager Level and Above

Consideration will be given to the impact on the delivery of the service.

The Chief Executive must consult with HR, who will ensure that a consistent approach is taken and that decisions are in line with the policy. If there is no financial impact, the case may be approved by the Chief Executive and HR.

If there is a Pension Fund charge the business case must be approved by the Chief Executive and the Section 151 Officer in consultation with HR.

6.0 Appeals Procedure

6.1 An employee who wishes to appeal against a business decision not to allow them flexible retirement should lodge an appeal to the next level of management via HR.

7.0 Revision

7.1 This procedure will be reviewed in accordance with changes in LGPS regulations and other relevant legislation, and in consultation with the recognised trade union.

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**LOCAL GOVERNMENT PENSION SCHEME REGULATIONS
EMPLOYER DISCRETION POLICY**

FAQs

Q1. Why do we have this policy?

Without them we are **not** complying with the LGPS regulations. The Regulations require us to :

- **Publish a written** policy statement, confirming how we will exercise the compulsory discretions and any of the optional discretions allowed under the LGPS.
- **Review** the statement regularly (suggested every 2-3 years)
- **Revise** it as necessary.
- **Give the pension service a copy of our policy statement**

The pension service cannot lawfully process any award without this policy.

Q2. Why are there so many references to exceptional cases being decided by JEB?

The policy should be affordable and not likely to cause a serious loss of confidence in the public service.

Making decisions via a business case will seek to explore the affordability and have due regard to discrimination laws on a case by case basis.

Q3. Are these policies simply stating the LGPS regulations?

No. The regulations contain discretionary powers on which employers must set policy to comply. They also require local authorities to reconfirm existing policies. See Q1.

Q4. Flexible retirement - 'What if the member reduces their hours, but want to move to a higher grade role or moves to a lower grade, but increases their hours?'

This would not be allowed and thus permission to flexibly retire would not be given.

Q5. Power to award additional pension - What circumstances would you do this in and what circumstances would you not do this in?

The policy is that as a rule, we will not augment additional pension or membership with any exceptional cases to be determined by JEB. The reason is that the costs can be highly prohibitive and this can lead to a loss of public confidence thus a business case would need to be considered.

Q6. I have heard that staff who are made redundant are allowed to use their redundancy pay above statutory to buy extra years in order to augment pension. Is this true?

Staff should seek independent advice as there are usually tax implications. However we can permit the part of an employees redundancy payment that relates to earnings in excess of the statutory maximum to be used to buy additional service in the Local Government Pension Scheme. This option is only open to employees if they request it before employment ceases and it is a good way of ensuring staff that leave by way of redundancy do so on the best possible terms. There is no cost to the Council.

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL

Joint Human Resources Committee

10 June 2014

CORPORATE TRAINING PLAN 2014-15 Report of the Service Manager (HR)

FOR DECISION - Information Item

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the corporate training needs analysis [TNA] undertaken during Q4 13/14 and the subsequent Corporate Training Plan which has been developed for 2014 -15.
- 1.2 This Corporate Training Plan will ensure that the skills sets of employees are developed and training budget is spent in the areas of greatest need.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached Corporate Training Plan for use across both Councils.

3.0 Introduction

- 3.1 Training needs analysis [TNA] is the process of identifying the training, learning and development needs of staff. It considers the skills, knowledge and behaviours of staff and looks at how to develop them, both to deliver the strategic objectives of each Council and support the individual's career progression.
- 3.2 In analysing the results from the TNA, account has been taken of each Councils strategic goals and future direction to anticipate the types of skills we will need our staff to develop in the future.
- 3.3 The results from the TNA have been formulated into a cohesive corporate training plan for 2014/15. This approach will ensure that the corporate

training spend is channeled in the right areas to develop key skills for the future.

4.0 Subject of the report

4.1 JMT and Extended JMT were asked to provide the Service Manager (HR) with their top three training priorities for their service area for the coming year along with analysis of the training needs identified through the 13/14 appraisal process. In addition to this, the Service Manager (HR) also reviewed the strategic plans and priorities of the councils along with feedback from the staff survey/peer review work to identify the types of skills needed for the future.

4.2 From this analysis six key areas of focus were identified as follows:

- Governance
- Organisational Performance
- Core Skills
- Management Development
- Delivering Differently
- Leadership Development

4.3 In summary these areas focus on the following:

Governance – Back to basics training which concentrates on providing staff with an understanding of corporate governance, who is responsible for delivering it and its relationship with service quality and trust in public service. By providing an understanding of corporate governance this training will enable staff to contribute to more efficient and effective organisational performance.

Organisational Performance – A suite of training modules to improve organisational performance by focusing on core areas of people management to ensure the effective performance management of staff. This training will provide managers with the skills needed to effectively conduct appraisals and manage performance issues, tackle difficult absence issues and resolve difficult work/relationship issues. There is also a focus on corporate performance with training being available for the 'agile' project management technique to enhance the delivery of projects.

Core Skills – This area again focuses on 'back to basics' and ensures that there is a suite of training modules which will provide staff with the core skills needed to do their job effectively. This element of the training plan is broad in range and covers areas from basic IT skills right through to influencing skills. Aimed at a variety of different audiences it is envisaged that this training will be discussed at 1-1's with staff and from there staff will be requested to attend courses relevant to them.

Management Development – Aimed at recently promoted managers this suite of training looks to provide managers with the core skills to manage

their staff effectively along with providing managers with an understanding of the relevant HR policies and procedures needed.

Delivering Differently – This will enable senior managers to think differently about their future delivery of service and help managers unlock innovative thinking in themselves and their service areas.

Leadership Development – Building on previous leadership development this suite of training aims to prepare senior managers for the future challenges facing the public sector to ensure we have high performing leaders in the future.

- 4.4 The corporate training plan can be found at Appendix A with further detail on the training need areas highlighted at Appendix B. There is a mix of in house and external delivery. It is envisaged that the training skill areas identified will be relevant for two years and as such the courses identified in the training plan will be delivered each year. However, during quarter 4 2014/15 the Service Manager (HR) will work with JMT and JMT Extended to review the current training plan and ensure that it still meets the needs of the organisation for 2015/16. If necessary a revised plan will be developed for next year.
- 4.5 Investment in people has never been more important to maximise the contribution of staff to the delivery of the corporate strategy and objectives. The staff survey indicated that just under half of staff agreed that they were able to access the development opportunities they needed and only 38% of staff agreed that training provided them with opportunities for career progression. Providing staff with the opportunity to attend courses will send a strong message regarding the investment the Council is prepared to make in their development and prepare staff for future career progression opportunities and promotion thereby supporting succession planning processes and retention.

5.0 Implications

Financial

- 5.1 There are no financial implications to report with this item. The corporate training budget will be used at each Council to deliver the training for the year.

Legal

- 5.2 There are no legal implications associated with this report.

Strategy

- 5.3 The implementation and delivery of a corporate training plan will send a strong message to employees regarding the importance of development. This will enable the Councils to meet the future challenges of delivering service in a very different way.

Customer access

5.4 None to report.

Risks

5.5 None to report.

Communications/Public Relations

5.6 This plan will need to be communicated to all staff. A communications message should ensure staff understand the reasons for continued development. Recognition of the investment the Councils are making in learning and development for staff should also be captured in the message.

East Hampshire/Havant

5.7 The implementation of this plan supports the future development of each Council ensuring we have staff equipped with the right skills to take partnership working to the next level.

6.0 Links to other projects

6.1 This supports the HR strategy and People Plan.

7.0 Conclusions

7.1 Continued investment in developing staff to ensure we have a skills base which prepares employees for the changing shape of partnership working and service delivery is crucial to the success of the Councils.

8.0 Recommendations

8.1 For Joint HR Committee to note the content of the report and the attached Corporate Training Plan for 2014-15.

Background papers used in the production of the report (national/regional/internal reports and research):

Agreed and signed off by:

Executive Head for Governance and Logistics: 21.5.14

Legal Services: 28.5.14

Executive Head for Marketing and Development: 21.5.14

Contact Officer: Caroline Tickner
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Telephone: 02392 446139
E-Mail: caroline.tickner@havant.gov.uk

APPENDIX A: CORPORATE TRAINING PLAN 2014-16

GOVERNANCE TRAINING

<p>Data Protection; Freedom of Information & Information Security</p> <p>External Delivery</p> <p>All staff</p>	<p>Constitution inc. role of ombudsman, stat. officers & political decision making.</p> <p>In-house Delivery</p> <p>Team Leader & Above</p>	<p>Whistleblowing, Fraud, Corruption & Risk Management</p> <p>External Delivery</p> <p>All staff</p>	<p>Procurement & Financial Regulations</p> <p>External Delivery</p> <p>Team Leader & Above</p>
<p>Basic Health & Safety and Manual Handling</p> <p>In-house Delivery</p> <p>All staff</p>	<p>Fire Safety & Evacuation</p> <p>In-house Delivery</p> <p>All staff</p>	<p>Risk Assessment</p> <p>In-house Delivery</p> <p>All staff</p>	<p>Personal Safety</p> <p>In-house Delivery</p> <p>All staff</p>

Operational Services	First Aid	Street Works Act	IOSH – Managing Safely
In-house Delivery	External Delivery	External Delivery	External Delivery
Operational Staff	All first aiders	All Staff	All Staff

ORGANISATIONAL PERFORMANCE

Project Management (Agile)	Mediation Training	Sickness Absence Training	Appraisal Training
In-house Delivery	External Delivery	In-house Delivery	External Delivery
Team Leader & Above	Middle Manager & Above	Team Leader & Above	Supervisor & Above

CORE SKILLS

IT Skills (Word, Excel, Powerpoint)

External Delivery

All staff

Efficient Working (Working Smarter)

External Delivery

All staff

Finance for Non Finance Staff

External Delivery

All staff

Report Writing Skills

External Delivery

All staff

Presentation Skills

External Delivery

Middle Manager & Above

Mental Health Training

External Delivery

Team Leader & Above

Resilience (Preparing employees for change)

External Delivery

Team Leader & Above

Interpersonal Skills in the Workplace

External Delivery

All staff

Customer Care Skills

External Delivery

All staff

Political Awareness

External Delivery

All staff

**Influencing &
Negotiation Skills**

External Delivery

All staff

Coaching Programme

External Delivery

All staff

Communication Skills

External Delivery

All staff

MANAGEMENT DEVELOPMENT

Key management skills for the recently promoted

External Delivery

Supervisor & Above

Induction for Managers following promotion

In-house Delivery

Supervisor & Above

Aspiring Managers (ILM)

External Delivery

All staff

People Management Training

In-house Delivery

Supervisor & Above

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DELIVERING DIFFERENTLY

Commissioning

External Delivery

Service Manager & Above

Innovation & Commercial Thinking

External Delivery

Middle Manager & Above

Marketing Master classes

External Delivery

Service Manager & Above

LEADERSHIP DEVELOPMENT

Managing in High Stakes

External Delivery

Service Manager & Above

Leadership Conference

External Delivery

Team Leader & Above

Mentoring for Senior Managers

External Delivery

Service Manager & Above

Business Communication

External Delivery

Service Manager & Above

Appendix B: Corporate Training Programme 2014-16

Detailed Information on Training Courses

GOVERNANCE TRAINING

Data Protection, Freedom of Information & Information Security

To fully understand why data protection is important, how to safeguard personal information and how to comply fully with Freedom of Information regulations.

Constitution inc. role of ombudsman, stat. officers & political decision making.

To provide an understanding of the constitutional framework including the role of statutory officers and how political decision making happens in the organisation.

Whistleblowing, Fraud, Corruption & Risk Management

To understand the whistleblowing policy, how fraud can occur and what can be done to mitigate risk in the organisation.

Procurement & Financial Regulations

To provide an overview of procurement and financial regulations in the public sector to achieve value for money transactions whilst providing an understanding of internal procurement rules – what you can and can't do.

Basic Health & Safety & Manual Handling

Covers the basic aspects of Health & Safety followed by Manual Handling. Includes Risk Assessment, Accident prevention, the Health & Safety at Work Act, Injuries sustained by incorrect lifting & safe lifting techniques.

Personal Safety

Based on lesson plans provided by the Suzy Lamplugh Trust, this is a one day course covering Health & Safety Law, Dynamic Risk Assessments, Calming Techniques and sensible advice from the national specialists in employee safety.

Fire Safety

This is a bi-annual course & covers the main causes of fire, stairwell call points, the refuge call board, roles of fire personnel & evacuating the building

Risk Assessment

This course is in two parts, a four hour theory & a 4 hour practical. It is designed to give staff the basic skills for carrying out a risk assessment.

Operational Services

Full day course. Comprises Basic H&S, Manual Handling, Fire Safety, Ladders, Workplace Transport, PPE, Customer Care, Personal Safety (light) and Reversing. This course involves, with courses being added or removed depending on requirements.

First Aid

External Trainer. Carries out First Aid at Work, Emergency First Aid at Work, Automated External Defibrillation and Refresher training when they are required.

Street Works Act

External Trainer. Carries out training on Chapter 8 of the Street Works Act on Signing & Guarding.

IOSH Managing Safely

External Trainer. Carries out 4 day Health & Safety training for Managers & Supervisors.

ORGANISATIONAL PERFORMANCE**Project Management (Agile)**

To provide an understanding of how the Agile Project Management process can enable planning, management and control for project deliveries to provide managers with a leaner, more structured approach to project management

Mediation Training

To provide managers with the skills needed to mediate between parties to avoid conflict escalating in the workplace. Mediation can offer managers a different approach to dealing with difficult issues in their teams.

Sickness Absence Training

An in house programme to provide managers with an understanding of how to handle sickness absence within their teams in the most effective way – providing managers with skills to address particularly difficult sickness absence issues.

Appraisal Training

How to effectively conduct appraisals, set SMART objectives and address performance issues to increase an employee's contribution to the workplace.

CORE SKILLS**IT Skills (Word, Excel, Powerpoint)**

To provide staff with the basic skills needed to use IT packages in the most effective way enabling the user to work smarter.

Efficient Working (Working Smarter)

To equip staff with the tools and techniques to work smarter not harder and to maximise the use of delegation and prioritisation to meet deadlines and improve performance.

Finance for Non Finance Staff

Introduction to the core concepts of accounting and financial management in the public sector to provide a basic level of knowledge on the background to public sector finance.

Report Writing Skills

To enhance the skill level of report writing and establish a conformity of best practice and approach to improve the quality of reports produced.

Presentation Skills

Equip managers with the skills to engage, influence and inspire others in any situation from one to one meetings right through to large group sessions.

Mental Health Training

To enhance manager and staff understanding of mental health issues in the workplace and how to manage them appropriately.

Resilience (Preparing employees for change)

To equip managers with the skills needed to support staff to deal with change effectively and understand the impact of change to increase staff resilience to change in the future.

Interpersonal Skills in the Workplace

To develop people skills in staff to increase engagement and motivation and improve performance in the workplace.

Customer Care Skills

To develop staff skills and behaviours to offer exceptional customer care and services and to empower staff to provide effective solutions to customer service problems when they arise.

Political Awareness

To develop the skills and abilities needed to be successful in today's political environment increasing capability to influence politicians.

Influencing & Negotiation Skills

Influencing skills to get other people to want to give their support and negotiating skills to know what to give away and what to keep.

Coaching Programme

To build on the existing coaching programme and develop further coaches to enable wider in-house coaching to be available to staff.

Communication Skills

To introduce the use of social media as a corporate mechanism for marketing/gaining customer information or feedback to develop services.

MANAGEMENT DEVELOPMENT**Key management skills for the recently promoted**

To provide managers with key learning and new skills which will enable them to improve and continue to drive performance through people with the overall aim of helping them to engage more effectively with their teams.

Induction for Managers following promotion

In house training course to ensure that recently promoted staff have the understanding of all the key policies, procedures and systems needed to manage effectively.

Aspiring Managers (ILM)

For those aspiring to become managers or recently appointed managers the opportunity to complete an ILM 3 qualification in first line

People Management Training

An in house training course to ensure managers understand the HR policies and procedures in place and how to use them effectively with their teams to improve performance.

DELIVERING DIFFERENTLY

Commissioning

To provide an understanding of commissioning and how it applies, building commercial skills to enable opportunities to be explored for alternative delivery.

Innovation & Commercial Thinking

To enhance innovative and commercial thinking through increasing understanding of how to make innovation work in practice, equipping managers with the techniques for unblocking ideas from their teams.

Marketing Master classes

Marketing master classes around each of the service future work streams to embed knowledge and understanding of the marketing strategy and allow creative thinking about how we tackle the challenges in the future.

LEADERSHIP DEVELOPMENT

Managing in High Stakes

To equip senior managers with highly effective communicative competency to manage interactions effectively in high stake situations.

Leadership Conference

Variety of speakers with case studies around different models of delivery to bring this to life and provoke thought for future service delivery.

Mentoring for Senior Managers

Facility for mentoring for JMT and extended JMT, particularly technical mentoring to enable expertise and different approaches to be explored within a safe setting.

Business Communication

To enhance business communication skills through the application of NLP techniques.

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NON EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL

Joint Human Resources Committee

10 June 2014

PEOPLE PLAN 2014-15 Report of the Service Manager (HR)

FOR DECISION - Information Item

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the proposed People Plan for 2014-15.
- 1.2 This plan is intended to be an evolving document which can flex and change in line with organisational priorities.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached People Plan.

3.0 Introduction

- 3.1 The People Plan provides the strategic and operational direction for HR. This plan has been revised since its original implementation in 2012 to take account of organisational priorities for 2014-15.
- 3.2 The 2013-14 plan proved successful with a significant amount of activity being undertaken by the HR team to deliver the plan. It's worth noting that the content of the people plan is in addition to the to the day to day work generated by managers and employees and demonstrates the level of commitment and work provided to the Councils by HR.
- 3.3 This paper highlights the key areas of focus for HR over the coming 12 months based on an understanding of organisational priorities. The continued delivery of the people plan throughout 2014-15 will build on the actions delivered previously to enable the Councils to be in a stronger

position to deliver services in a very different way through the delivery of core HR strategies.

4.0 Subject of the report

4.1 The future of local government means that we will need to redesign services and change radically to respond to the budget pressures we will face over the coming years and the political objectives we will need to achieve. This means that we will need a different type of skills set, culture and leadership to change how we deliver business. The future will see a shift from public policy developers to commissioners of service. This will require a hearts and minds culture change which will require a significant amount of strategic HR input to support the Councils to achieve this transformational change.

4.2 The people plan for 2014-15 continues to take the Councils on this journey by identifying key areas of HR focus to drive culture change and develop the organisation. These areas have not changed from the previous year and continue to be as follows:

- Reward & Benefits to recognise the contribution employees make to the success of the Councils;
- Performance Management to raise the bar on performance standards and address underperformance;
- Leadership Development to equip our leaders with the right skills to lead teams on this journey;
- Learning & Development to equip staff to think and act very differently;
- Employee Engagement to take staff with us on this transformational journey;

4.3 Members are asked to note that the level of resource needed to support the Councils on their journey of transformational change should not be underestimated and relies on the continued investment in HR.

5.0 Implications

Financial

5.1 There are no financial implications identified within this report.

Legal

5.2 There are no legal implications associated with this report.

Strategy

5.3 Continuing to implement the HR strategy and people plan supports the overall Councils' strategy and plans

Customer access

5.4 None to report.

Risks

5.5 None to report.

Communications/Public Relations

5.6 None to report.

East Hampshire/Havant

5.7 None to report.

6.0 Links to other projects

6.1 The HR strategy and people plan aligns to organisational priorities and supports with the delivery of the Councils' business plans.

7.0 Conclusions

7.1 People remain the most expensive resource. Making sure that HR focus remains aligned to the key organisational priorities will ensure that HR resource is used in the most effective and efficient way

8.0 Recommendations

8.1 For Joint HR Committee to note the content of the report and the attached People Plan for 2014-15.

Background papers used in the production of the report (national/regional/internal reports and research):

Agreed and signed off by:

Executive Head for Governance and Logistics: 21.5.14

Legal Services: 28.5.14

Executive Head for Marketing and Development: 21.5.14

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
Telephone: 02392 446139
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HR VISION & STRATEGY

To deliver an HR Shared Service which ensures EHDC/HBC has the right people, with the right skills in the right place delivering the highest quality affordable service, responsively, flexibly and efficiently.

OUR VISION

To develop a strong employer brand

To drive a culture of continuous improvement

To develop innovative ways to deliver service

To develop a recognised centre of excellence for HR practices

STRATEGIC OBJECTIVES

To maximise employee engagement in delivering EHDC/HBC corporate objectives

To maximise employee contribution to the corporate objectives through constructive challenge and one team approach

To challenge the delivery of service to maximise efficiencies and effectiveness across all service areas

To maximise shared service offerings across Hampshire councils & beyond to generate opportunity & income

BY:

- Developing solutions to address, where possible, the issues and concerns raised by our staff
 - Ensuring we consult with staff, where possible, on issues which affect them
 - Defining values and behaviours which reinforce a culture of mutual trust and respect
- Ensuring staff are clear about their accountabilities and how they contribute to the corporate objectives
 - Developing and embedding robust performance management processes which recognise the contribution staff make
 - Developing reward & recognition mechanisms which are commensurate with a performance management culture
- Developing fit for purpose HR offerings which support EHDC/HBC in delivering efficiencies
 - Developing and delivering best practice approaches to recruiting employees to the service
- Ensuring policies and procedures across EHDC/HBC are fit for purpose; promote best practice and can be benchmarked across public & private sector
 - Promoting the HR service across Hampshire to enable opportunities for income generation to be maximised and the potential for a limited company to be formed in 2 years plus

KEY:
 HRBP = HR Business Partner
 HRA = HR Adviser
 HR Admin = HR Administration Team

Action	Lead Officer(s)	Supporting Officer(s)	Target Date	RAG Status	KPI	Comments
1. Create a positive climate to maximise employee engagement in delivering corporate objectives						
1.1 By using feedback from the staff survey continue to develop a positive climate						
Development of employee engagement initiatives in conjunction with the Staff Focus Group to improve employee engagement	HRBP	HRA	Ongoing 14/15		Increase of employee engagement initiatives; improved employee engagement	
Use of staff survey results and Peer Review information to develop a SFG improvement plan for 2014/15	Staff Focus Group	Service Manager [HR]	Q1 14/15		Development of a SFG improvement plan	
Use of SFG workshop information to inform actions/staff engagement activities within the People Plan	Service Manager [HR]	HRBP [MW]	Ongoing		Further actions identified to improve employee engagement	
Six monthly comparison of data from exit interview & turnover data to measure progress of employee engagement initiatives	HRBP	HRA	Q2 14/15 & Q4 14/15			
1.2 By developing and embedding values & behaviours across the Council to support a positive climate						
Set up a project workstream for the development of core values and behaviours for each council	Service Manager (HR)	HRBP	Q1 14/15		Project workstream set up	
To develop core values and behaviours for each council in conjunction with employees	Service Manager (HR)	HRBP	Q3 14/15		Core values & behaviours developed for each council which enable staff to respond positively to change	
To implement core values and behaviours for each council through the development of an effective communications strategy	HRBP	HRA	Q4 14/15		Understanding in each council of core values & behaviours	
Incorporate shared values and behaviours across all HR Policies	HRBP	VBWG	Ongoing		Embedded within HR policies & procedures	
2. To create leaders of the future to maximise the successful delivery of the corporate strategy						
2.1 By clearly describing the expectations for leaders in EHDC/HBC						
To identify the required skills, capabilities and behaviours of leaders and incorporate within a revised leadership competency framework	Service Manager	HRBP (MW)	Q3 14/15		Profile of a leader is developed to enhance manager understanding of what is expected	
To develop and implement a leadership charter to describe what we expect from our leaders	Service Manager	HRBP (MW)	Q4 14/15		Profile of a leader is articulated in a simple way and managers buy into the charter	
2.2 By providing leaders with the development and support required to enable them to become effective leaders						
To identify & source a further leadership development programme for senior managers to enhance their ability to manage in high stake situations	Service Manager (HR)	n/a	Q1 14/15		Further leadership development programme produced	

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To implement & deliver the leadership development programme for senior managers	Service Manager (HR)	n/a	Q2/Q3 14/15		Senior managers ability to manage in high stakes develops
To identify & source a leadership development programme for middle managers/team leaders	Service Manager (HR)	HRBP	Q1 14/15		Leadership development programme identified
To implement & deliver the leadership development programme for middle managers/team leaders	Service Manager (HR)	HRBP	Q2/Q3 14/15		Middle managers/team leaders developed
To source speakers for the annual Leadership Development Conference	Debbie Fox	Service Manager [HR]	Q2 14/15		
To develop a mentoring programme for senior managers to support them with technical development & leadership skills	Service Manager [HR]	HRBP	Q2 14/15		Mentoring programme developed ready for implementation
To implement the mentoring programme for senior managers to support with technical development & leadership skills	Service Manager [HR]	HRBP	Q3 14/15		Mentoring programme implemented - mentors identified for senior managers
To further develop the coaching programme to increase the number of coaches available to meet organisational needs and to support with individual development	HRBP	HRA	Q1 14/15		Pool of trained coaches within and across Hampshire
2.3 By providing an environment where ineffective leadership can be challenged					
Identify & source a 360 degree feedback system to measure the effectiveness of leadership in the council	Service Manager (HR)	n/a	Q1 14/15		360 degree feedback system sourced
To roll out the 360 degree feedback process to senior/managers to enable leadership effectiveness to be measured	Service Manager (HR)	n/a	Q3 14/15		360 degree feedback system implemented; feedback on leadership skills/behaviours identified
Development of key HR management targets for managers to be incorporated within the appraisal process	HRBP	HRA	Q4 14/15		Targets for performance management of people
3. To maximise the talent available and grow our own talent where possible					
3.1 By providing staff with the skills and knowledge to perform well in their roles					
To design an in-house 'back to basics' skills training programme in conjunction with service managers to ensure managers have the basic skills to manage effectively	HRBP/HRA	Service Manager [HR]	Q2 14/15		Back to basics training programme developed
To deliver an in-house 'back to basics' skills training programme to ensure managers have the basic skills to manage effectively	HRBP/HRA	Service Manager [HR]	Q3 14/15		Managers/staff equipped with understanding of organisational policies.
To deliver in-house systems training for staff on local systems to provide staff with the basic knowledge of how to use the Council systems	HRBP		Q1 14/15		Staff equipped with the knowledge to use in-house systems
To design an induction programme for staff which ensures staff have a baseline knowledge of organisational policies	HRBP/HRA	Service Manager [HR]	Q2 14/15		Induction programme designed
To implement the induction programme for staff to ensure staff have a baseline knowledge of organisational policies	HRBP/HRA	Service Manager [HR]	Q3 14/15		Staff equipped with understanding of organisational policies.

3.2 By ensuring staff have adequate learning and development opportunities						
To conduct a training needs analysis exercise for 2014/15 and develop a corporate training plan for roll out	Service Manager [HR]		Q1 14/15		£FTE investment	
To source training providers to implement the corporate training plan for 2014/15	HRBP [SD]		Q1 14/15		Value for money; Cost of training per FTE	
To publish the corporate training plan and make all staff aware of the commitment the Councils have to organisational learning	Service Manager [HR]	n/a	Q1 14/15		Training plan published	
To implement the DCN staff development programme for aspiring officers 15/16	HRBP		Q4 14/15			
3.3 By developing an integrated approach to establishment planning, succession planning and career development						
Develop a strategy workforce plan for each council determining the size, shape, skills requirements etc over the next 3 to 5 years.	Service Manager [HR]	HRBP	Q2 14/15		Accurate prediction of workforce planning	
Hold six monthly workforce planning workshops with key stakeholders	Service Manager [HR]		Q2 14/15		Key trends/issues etc identified	
To build on the existing apprenticeships programme to enable more opportunities to be available for local people	HRBP				Increased number of apprenticeships available	
To review the current recruitment portal and source a future recruitment portal	HRBP [MW]		Q1 14/15		Recruitment portal sourced; VFM	
To highlight opportunities to use social media more effectively within the Councils recruitment practices	James Shardlow		Q2 14/15		Use of social media maximised for recruitment purposes	
4. To develop a high performance culture through effective performance management and review						
4.1 By ensuring staff are clear about their accountabilities and how individual contribution supports the achievement of corporate objectives						
Appraisal and objectives set for 2014/15 for all staff with clear linkages to how staff objectives link to the overall performance of the Councils.	HRBP	HRA	Q1 14/15		All staff have an appraisal & SMART objectives set	
Develop a revised electronic appraisal process for roll out 2015/16 which supports a high performing culture	HRBP	HRA	Q3 14/15		Streamlined process for appraisals	
Roll out the new appraisal process to all staff and managers	HRBP	HRA	Q4 14/15		New appraisal process being used & embedded	
Employee workshops on new appraisal system rolled out	HRBP	HRA	Q4 14/15		All staff understand the new appraisal process and their responsibilities	
4.2 By addressing poor performance and rewarding excellent performance						
To implement a formal mediation service with trained mediators to support with informal dispute resolution	Service Manager [HR]	HRBP [MW]	Q4 13/14		% reduction in formal grievances	
Integrate the coaching programme with the appraisal process to ensure that coaching is seen as an integral part of the development process	HRBP [MW]	Service Manager [HR]	Q1 14/15		Improvements in performance	

5. To develop a high performance culture which rewards staff through excellent levels of reward and motivates staff to maximise their performance to optimise organisational performance.

5.1 By ensuring our pay and benefits package is as competitive as it can be within our financial constraints

To source a pay & rewards consultant to conduct a benchmarking exercise across sectors to get an accurate picture on how remuneration levels compare	Service Manager [HR]		Q1 14/15		Pay & rewards consultant sourced	
To conduct a pay benchmarking exercise in each council and provide recommendations to JEB on pay	Service Manager [HR]		Q2 14/15		Understanding of council position in the market place	
To source epaycheck to provide benchmarking information in house for public sector pay	Service Manager [HR]		Q2 14/15		Ongoing tool available to check market data	
To train the HR team on the use of epaycheck	Service Manager [HR]		Q2 14/15		HR team trained and able to use the system	

5.2 By rewarding staff fairly through effective and appropriate reward and recognition schemes

To develop non financial staff recognition schemes to enhance performance & motivation	Service Manager [HR]		Q1 14/15			Recognition schemes developed. Pipelined to JEB for 27.5.14
To effectively implement non financial staff recognition schemes across the council	Service Manager [HR]	HRBP/HRA	Q1 14/15		Staff rewarded for excellent performance	
To develop a modern employment package to support recruitment & retention of staff	Executive Director [GK]	Service Manager [HR]	Q2 14/15		Employment package supports recruitment & retention	Paper on a revised set of terms and conditions is going to JEB on 27.5.14.
To implement a modern employment package to support recruitment & retention of staff	Executive Director [GK]	Service Manager [HR]	Q3 14/15		Employment package implemented across the council	
To develop a performance related pay scheme which rewards high performance and drives continuous improvement	Service Manager [HR]	HRBP	Q2 13/14		Increase in performance levels	
To implement a performance related pay scheme in line with the roll out of the new appraisal process	HRBP	HRA	Q4 14/15		Increase in performance levels	
To implement a supermarket discount scheme for staff	HRA		Q1 14/15		Discounts available for staff	

6. To positively influence the health and wellbeing of employees and reduce absence levels across the council

6.1 Support staff to make healthier and more informed choices about their own health

Review the Employee Assistance Programme and identify alternatives for delivery	Service Manager [HR]	n/a	Q4 14/15		Value for money; staff usage; cost per FTE	
Explore the provision of a health care cash back plan for employees and submit a business case for JEB consideration	Service Manager [HR]	HRA [AH]	Q3 13/14		Business case established for health care cash back plan	

6.2 Reduce absence levels across both councils

To develop a suite of monthly trigger reports to managers to ensure absences are managed robustly	HR Admin	HRA	Q1 14/15		managers informed of performance data in their service area	
Develop revised absence management procedures which are more commercially focused	HRBP	HRA	Q2 14/15		Robust sickness policy developed	
Consult and implement revised absence management procedures	HRBP	HRA	Q3 14/15		% Reduction in overall absence figures	
Deliver absence management workshops to targeted manager groups to increase their skills set and address absence issues in their respective service areas	HRA	HRA	Q1 13/14		5% reduction in overall absence figures for 13/14	

Training for managers to raise awareness of mental health issues	HRA [MA]		Q2 14/15		Managers provided with the knowledge to manage mental health issues effectively	
Training for staff on mental health issues to raise awareness and support the protection of their own mental health	HRA [MA]		Q1 14/15		Staff awareness of mental health issues increased	

7. To enhance the development of the organisation by ensuring that the design,
a) Having a clear organisational development strategy in place
b) Improving the capability of managers and staff to deal with change

7.1 Organisational Development Strategy

Review the current organisational structure and determine if it is appropriate or whether there is a need for change	Service Manager [HR]	n/a	Q3 14/15		Organisational structure reviewed; recommendations highlighted to JEB	
Work with the Senior team to identify the people impacts of Service Futures work	Service Manager [HR]	n/a	Ongoing		HR impacts understood	

8. To effectively manage change across EHDC/HBC by:
a) Ensuring that all managers/staff are aware of the organisations commitment to manage change;
b) Change programmes are managed effectively through the development of robust project plans and the provision of HR advice & support;

8.1 Ensure all managers/staff are aware of the organisations commitment to managing change

Change management training delivered in line with corporate training plan to better equip managers/staff to deal with change	HRBP	HRA	Q2 14/15		Managers/staff equipped to deal with change	
Increase the amount of communication to staff about change programmes	HRBP	Comms	Ongoing		Staff informed about change	
Review of managing change protocols with UNISON	Service Manager [HR]	HRBP	Q1 14/15		Managing change protocols reviewed	
Utilise in house coaches to support with innovative thinking through workshops	HRBP [MW]		Q2 14/15		Increase in innovative thinking	

8.2 Change programmes are managed effectively through project planning & HR provision and support

Work with organisational teams to develop robust project plans in line with managing change protocols and good practice	HRBP's	Business Improvement			Detailed project plans in place	
Support and facilitate change projects within service areas in line with change management protocols and agreed project plans	HRBP's	HRA's			Effective implementation of change	

9. To develop a recognised centre of excellence for HR practices

9.1 By ensuring HR policies and procedures are fit for purpose

BPSS checks for staff to protect PSN network	HRBP	HRA	Q4 14/15		Compliance with PSN network by August 2015	
Review and update pension discretionary policies in line with changes to pension regulations (2014)	HRBP [SD]	HRA	Q1 14/15		Review completed, changes identified	
Gain approval to the revised pension discretionary policies and effectively implement	HRBP [SD]	HRA	Q2 14/15		Revised procedures in place	

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Review and revise the grievance policy & procedures streamlining where possible	HRBP [SD]	HRA	Q2 14/15		Review completed, changes identified	
Implement the revised grievance policy following consultation with unions	HRBP [SD]	HRA	Q3 14/15		Revised procedures in place	
Review and revise the disciplinary policy & procedures streamlining where possible	HRBP [MW]	HRA	Q1 14/15		Review completed, changes identified	
Implement the revised disciplinary policy following consultation with unions	HRBP [MW]	HRA	Q2 14/15		Revised procedures in place	
Review and revise the absence management policy & procedures with a focus on the commercial sector	HRBP [MW]	HRA	Q1 14/15		Review completed, changes identified	
Implement the revised absence management policy following consultation with unions	HRBP [MW]	HRA	Q3 14/15		Revised procedures in place	
Review and revise the capability policy & procedures	HRBP	HRA	Q3 14/15		Review completed, changes identified	
Implement the revised capability policy following consultation with unions	HRBP	HRA	Q4 14/15		Revised procedures in place	
Review the appeals procedure & member involvement	Service Manager [HR]		Q2 14/15		Revised procedures in place	
10. Exit Strategies						
10.1 To ensure all employee exits are managed in a legally compliant way, recording reasons for exit and using information to inform future HR strategy						
Review and revise the exit interview process to ensure that leaver reasons are captured and identified trends can inform improvements to recruitment/retention strategies	HRBP [MW]	HR Admin	Q2 14/15		Exit information analysed; future HR interventions identified	
Develop MI report for exit interview data	HRA [AH]	Business Improvement	Q1 14/15		MI report developed and reported to JEB	
11. Effectiveness & Efficiency; Administration; Reporting & Measurement						
11.1 To improve HR reporting; data capture and efficiency						
Roll out the self service elements of the recruitment portal to managers	HR Admin [LG]		Q3 14/15		Recruitment portal self service elements implemented	
Conduct annual personal details check to ensure all personal records are up to date	HR Admin [AS]]		Q3 14/15		Accurate data held on file	
To upskill the HR Admin team to enable lower level frontline advice/guidance to queries to be provided	HRBP		Ongoing		HR Admin team upskilled	
To data cleanse P files on an annual basis in line with data protection requirements and HR retention schedule	HR Admin		Q2 14/15		Data protection requirements met	
To data cleanse electronic files on an annual basis in line with data protection requirements and HR retention schedule	HR Admin		Q4 14/15		Data protection requirements met	

To check each employee record on SAP for accuracy of data to ensure MI reporting is accurate	HR Admin [LG]		Q1 14/15		Accurate data for reporting purposes	
11.2 To review current HR administration processes to identify ways to streamline in absence of ESS/MSS system						
To review the content of the inductions processes across EHDC/HBC and update	HR Admin [AS]	Business Improvement	Q1 14/15			
To develop MI reporting on establishment lists to support workforce planning processes	HR Admin [SJ]	Business Improvement	Q1 14/15		Streamlined processes; increased efficiencies.	
To implement a monthly reporting schedule for HR MI	HR Admin [LG]		Q1 14/15		Streamlined processes; increased efficiencies.	
Review of electronic workflow processes e.g. domino and develop an electronic system for EHDC & HBC [in-house ESS & MSS]	HRBP	HR Admin	Q4 14/15		Streamlined processes; increased efficiencies.	