

Subject:	People and Policy Reports: a) Redundancy and Redeployment Policy b) Council Pay Policy c) Retirement Policy d) Volunteering Policy e) Organisational Development Plan f) Equality Objectives	Status:	For publication
Report to:	Full Council	Date:	11 th July 2012
Report of:	Head of People and Policy	Portfolio Holder:	Finance & Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Community Impact Assessment:	Required:	Yes	Attached: Yes
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Liz Sandiford	Telephone:	01706 252452
Email:	lizsandiford@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	That Full Council approves the attached Redundancy and Redeployment Policy, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.
1.2	That Full Council approves the attached Pay Policy Statement.
1.3	That Full Council approves the attached Retirement Policy, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.
1.4	That Full Council approves the attached Volunteering Policy, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.
1.5	That Full Council approves the attached Organisational Development Plan, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.
1.6	That Full Council agree: - the Equality Policy in line with new legislation - the Equality Objectives and that all future minor amendments to the policy be delegated to the Head of People and Policy in consultation with the Portfolio Holder.

2. PURPOSE OF REPORT

2.1 See individual reports E3 (a), E3 (b), E3 (c), E3 (d), E3 (e) and E3 (f).

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **A clean and green Rossendale** – creating a better environment for all.
 - **A healthy and successful Rossendale** – supporting vibrant communities and a strong economy.
 - **Responsive and value for money local services** – responding to and meeting the different needs of customers and improving the cost effectiveness of services.

4. RISK ASSESSMENT IMPLICATIONS

Version Number:	CMSv1	Page:	1 of 2
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4.1 See individual reports E3 (a), E3 (b), E3 (c), E3 (d), E3 (e) and E3 (f).

5. BACKGROUND AND OPTIONS

5.1 See individual reports E3 (a), E3 (b), E3 (c), E3 (d), E3 (e) and E3 (f).

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

6.1 See comments made on each individual report.

7. MONITORING OFFICER

7.1 See comments made on each individual report.

8. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

8.1 See comments made on each individual report.

9. CONSULTATION CARRIED OUT

9.1 See individual reports E3 (a), E3 (b), E3 (c), E3 (d), E3 (e) and E3 (f).

10. CONCLUSION

10.1 See individual reports E3 (a), E3 (b), E3 (c), E3 (d), E3 (e) and E3 (f).

Subject:	Redundancy and Redeployment Policy	Status:	For publication
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1.	RECOMMENDATION(S)
1.1	That Full Council approves the attached Redundancy and Redeployment Policy, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

2. PURPOSE OF REPORT

- 2.1 To seek approval for the Redeployment and Redundancy Policy Attached at Appendix 1.
- 2.2 Delegate any future minor amendments to the policy to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **A clean and green Rossendale** – creating a better environment for all.
 - **A healthy and successful Rossendale** – supporting vibrant communities and a strong economy.
 - **Responsive and value for money local services** – responding to and meeting the different needs of customers and improving the cost effectiveness of services.

4. RISK ASSESSMENT IMPLICATIONS

- 4.1 No risks have been identified in relation to the Redeployment and Redundancy Policy.

5. BACKGROUND AND OPTIONS

- 5.1 The Council has had a Redeployment and Redundancy Policy for some time. However, it is essential that the policy is clear and transparent so employees are fully informed in relation to the process which will be followed. On this basis the policy has been refreshed and updated.

The policy remains as agreed with the Trade Unions and there have been no changes to the entitlements contained within the policy.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

- 6.1 Any financial implications arising will be contained within existing budget resources.

7. MONITORING OFFICER

- 7.1 The proposed changes will ensure that the Council continues to meet its legislative requirements as an employer.

8. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

8.1 Full consultation takes place with employees and Trade Unions in relation to any proposed redundancy or redeployment matters arising.

9. CONSULTATION CARRIED OUT

9.1 Portfolio Holder

9.2 Management Team

9.3 Joint Consultative Committee

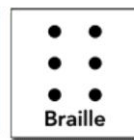
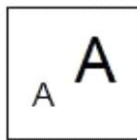
9.4 Staff Forum

10. CONCLUSION

10.1 The Council has a robust redeployment and redundancy policy which will support the implementation of any future changes to employment within the Council.

REDUNDANCY & REDEPLOYMENT POLICY

Procedure and Guidance



Contents

1. Introduction.....	3
2. Scope.....	3
3. Consultation.....	3
4. Definition of Redundancy	3
5. Avoiding or Minimising Redundancy.....	4
6. Procedure for the Management of Redundancy	4
7. Redundancy Selection	6
8. Formal Notification of Redundancy	7
9. Suitable Alternative Employment.....	8
10. Employee Support and Advice	8
11. Right of Appeal	9
12. Redundancy Payments	9
13. Withholding Redundancy Payments.....	9
Redundancy Procedure Quick Guide.....	11
Procedure For Dealing With Redundancy Appeals	13
Redeployment Policy.....	16
Retention and Redeployment Disability, Injury & Ill Health	19
Pay Protection Policy	24

Responsible Team	People and Policy	Version	5 Page 2
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

1. Introduction

This document sets out the principles and procedures to apply where reductions in staffing levels, including compulsory redundancies, are required.

Rossendale Borough Council aims to be an employer of choice and will take all reasonable steps to avoid redundancies. However it recognises that modernisation, service improvements, reorganisations and financial constraints or the need for particular knowledge and skills will affect staffing levels and therefore redundancies may become necessary.

Where this occurs, the Council is committed to minimising the effect and to providing reasonable support to those employees affected.

Decisions made in relation to the application of the Redundancy Policy are excluded from the Council's Grievance Procedure.

2. Scope

This procedure applies to **all** Council employees. Where redundancy applies to Chief Officer grades the Chief Executive will be responsible for the consultation. Separate consultation arrangements will apply for the Chief Executive.

3. Consultation

The Council believes in working positively with the recognised trade unions to resolve problems and minimise the impact on employees. Therefore consultations, including those with individual employees, will be timely and meaningful, and all positive suggestions given serious consideration. Consultation will take place as soon as practicable and notices will be issued only after meaningful consultation has taken place.

4. Definition of Redundancy

Under the Employment Rights Act 1996, an employee is dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to one of the following reasons:

- the employer ceases, or intends to cease to carry on the business for the purposes of which the employee was employed; or
- the employer ceases or intends to cease to carry on the business in the place where the employee was employed; or
- the requirement for employees to carry out work of a particular kind has ceased or diminished or is expected to cease or diminish.
- The requirement for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.

Responsible Team	People and Policy	Version	5 Page 3
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

In cases where the service transfers to another provider, employees are not necessarily redundant and would normally transfer to another employer on their existing terms and conditions, commonly referred to as “TUPE” regulations (Transfer of Undertakings Protection of Employment).

5. Avoiding or Minimising Redundancy

The Council will take all reasonable steps to avoid or minimise redundancies. The strategy adopted may vary for each redundancy situation, but typically could include:

- job matching an employee to another post in the authority (see Job Matching Procedure)
- redeployment and retraining (See Redeployment Policy) ;
- achieving reductions through natural wastage;
- reviewing the use of agency staff;
- freezing external advertising and filling posts from existing employees;
- reviewing overtime working;
- reducing the hours of work;
- seeking voluntary reductions in working hours;
- seeking volunteers early retirement / redundancy where this can be justified in the financial or managerial interest of the Council.

NB Each request for VR will be considered but it must be stressed that the overriding consideration will be the continued efficient running of the Council and the maintenance of a high quality skills base. Therefore the Council reserves the right to reject requests from volunteers where it is believed that it is in the Council’s best interest.

6. Procedure for the Management of Redundancy

In any redundancy situation the procedure as set out below should be followed.

6.1 Consultation

Employees and relevant trade unions should be made aware of the proposals for organisational change, and the reasons, at the earliest opportunity. Failure to consult could result in a finding of unfair dismissal by an Employment Tribunal. Before starting any redundancy process advice should be sought from the People and Policy Team.

Prior to employees and trade unions being formally advised of any proposals that may involve redundancies, Management Team must be consulted and authorise commencement of consultations. Meaningful discussions should then take place with trade unions on measures that could be taken to avoid or minimise the redundancies and an agreement reached on the selection criteria that should be used.

Responsible Team	People and Policy	Version	5 Page 4
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

The above reporting and consultation procedures include redundancies that occur as a result of known expiry of external funding arrangements that are agreed within existing budget arrangements.

6.2 Timescales for Statutory Consultation

There are minimum statutory timescales that indicate when formal consultation should begin. Consultation should allow for further consideration of any counter-proposals and alternatives to redundancy.

No. of redundancies in any 3 month period	Period of Consultation
Less than 20 possible redundancies	Managers should allow a 30 day consultation prior to any redundancy notice being issued
20 – 99 possible redundancies	30 days statutory consultation period (including notification to the DTI)
100+	90 days statutory consultation period (including notification to the DTI)

6.3 Notification to the Department of Trade and Industry

It is a legal requirement to notify the DTI in writing of a proposal to make 20 or more employees redundant. Notification must be made on form HR1, which can be obtained from the DTI website www.dti.gov.uk. At least 90 days notice must be given if 100 or more employees are to be made redundant, and at least 30 days for 20 to 99 employees. The Head of people and Policy (or his/her representative) will normally undertake this notification.

6.4 Notification to the Trade Unions

The Head of people and Policy will also formally notify the appropriate trade union(s) in line with s.188 of the Trade Union and Labour Relations (Consolidation) Act 1992 of the potential intended redundancies. Formal consultation begins when a letter is sent to appropriate representatives, disclosing in writing:

- the reason for the proposals;
- the numbers and descriptions of employees the Council proposes to dismiss as redundant;

Responsible Team	People and Policy	Version	5 Page 5
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

- the total number of employees of that description employed at the establishment in question;
- the proposed method of selecting the employees who may be dismissed;
- the proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect;
- the proposed method of calculating the amount of redundancy pay.

7. Redundancy Selection

Where the redundancy applies to particular jobs held by one or more individuals, the post(s) would be redundant without the need for selection.

Where there are multiple redundancies or a reduction in posts within a group of employees the “pool” of employees from which the redundancies will be drawn must be identified. This might be one team within a Service Unit, a group of employees doing the same job, usually working to the same or similar job description, or those performing a particular function across a number of service units. Managers should seek advice from the People and Policy Team if the selection pool is not clear.

Selection Criteria

The criteria used for redundancy selection must be clear and objective and be based on the future needs of the service. It should be applied fairly and consistently and must not discriminate on the grounds of:

- age;
- colour, ethnic origin, race, religion or cultural beliefs;
- gender or gender reassignment;
- sexuality;
- disability;
- medical condition including people living with HIV or AIDS;
- marital status, social background, political affiliation, spent convictions and trade union membership.

The Council reserves the right to choose a method of selection which is appropriate to the particular redundancy situation and is committed to early consultation with the recognised trade unions and individual employees over the particular method of selection in any redundancy situation.

The Council also reserves the right to take into account the financial implications when assessing selection for redundancy i.e. if following the selection criteria two individuals have an equal assessment, the Council reserves the right to select the individual that has the least financial impact.

Responsible Team	People and Policy	Version	5 Page 6
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

Examples of redundancy selection criteria

- Selection based on merit, individuals being measured against a person specification that reflects the requirements for the skills, qualifications and experience in the new posts;
- Interviews used to appoint to new posts can involve the use of tests that are relevant to the requirements of the new posts;
- Attendance record (having regard for our statutory obligations* and industrial injuries);
- Disciplinary and capability records;

*The Disability Discrimination Act 2005 makes it unlawful for an employer to treat a disabled person less favourably because of a reason relating to their disability, without a justifiable reason. Employers are required to make

reasonable adjustments to working conditions or the workplace where that would help to accommodate a particular disabled person. Employers should take account of this legislation when considering the dismissal of a disabled person.

Managers selecting for redundancy should normally use a scoring matrix, including all or some of the above criteria. It is essential that all selection methods are objective and supported by documentation in case the decision is later challenged. Even though the criteria may satisfy the test of objectivity, the selection will still be unfair if they are carelessly or mistakenly applied.

8. Formal Notification of Redundancy

In accordance with this procedure, and following a period of consultation, notification of redundancy will be given, providing employees with appropriate notice of their employment being terminated:

1 week per year of completed service, but a minimum of 4 weeks' notice and a maximum of 12 weeks. Length of service related to all continuous local government service (including organisations covered by the Redundancy Payments (Local Government (Modification) Order 1983.

The Redeployment Policy should be applied throughout the consultation process and during the period of notice. This is particularly relevant to the search for suitable alternative employment and any subsequent trial period.

In some circumstances, it may be appropriate to agree with the employee and the line manager payment in lieu of notice. Individual employees should check with Lancashire County Council Pensions if this would impact on their pension payments in light of the shorter termination date. Where a payment in lieu of notice is agreed the payment will be regarded as a compensation payment and taxed according to HMRC's Income Tax guidance in place at the time.

Responsible Team	People and Policy	Version	5 Page 7
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

Further it may be appropriate in rare circumstances for the employee to be on gardening leave for the period of notice. If this is agreed normal salary payments plus deductions of tax will be made. This can only be agreed in consultation with the Head of People and Policy.

9. Suitable Alternative Employment

Please refer to the Redeployment Policy. Appendix 2

10. Employee Support and Advice

10.1 Redundancy Counselling

Once the individual(s) who are potentially redundant have been identified, an individual counselling meeting will be arranged led by the Head of Service supported by a representative from the People and Policy Team. The employee will be entitled to be accompanied by a trade union representative, friend or colleague.

The following should be confirmed:

- why the Council has decided that redundancies are necessary, the numbers and area of work involved and the selection criteria;
- the personal details of the employee e.g. in relation to full name, address, start date of employment with Rossendale Borough Council, continuous employment date, date of birth and details of any disability;
- any actions being taken to reduce the impact of the potential redundancy including an explanation and copy of the Redeployment Policy, and any ongoing support with CVs, retraining, outplacement or personal support;
- details of the employee's entitlements in relation to notice period, redundancy payment and pension estimates (where applicable and as agreed under the Statement of Pensions Policy);
- the employee's entitlement to reasonable time off to search for alternative employment;
- the employee's right of appeal (Please refer to the Procedure for dealing with Redundancy Appeals at Appendix 1) –

Notes of these discussions should be made and retained.

10.2 Time off for Job Search

Once an employee has been identified as at risk of redundancy, employees will be allowed reasonable paid time off during working hours to look for work or to arrange/attend training. To ensure this is consistently applied, it is recommended that:

Responsible Team	People and Policy	Version	5 Page 8
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

- the relevant manager should agree time off in advance;
- at least 24 hours notice should be given;
- a letter confirming the appointment or training should, as far as possible, support the request for time off.

10.3 Welfare Counselling

Welfare counselling for staff is available. Employees should contact the People and Policy Team for further information.

11. Right of Appeal

Please refer to the Procedure for Dealing with Redundancy Appeals – Appendix 1.

12. Redundancy Payments

Redundancy Payments will be calculated according to the Employment Rights Act 1996, but improvements to these are permitted. These improvements require that all continuous Local Government Service will be aggregated and also provide Local Authorities with the discretion to lift the limitation on the amount of “a week’s pay” for redundancy payment calculation purposes from the normal statutory limit to the employee’s actual weekly wage/salary.

The Council has decided to use the discretion to base redundancy payments on the actual week’s pay, if higher than the statutory limit.

A discretionary payment of an additional 4 weeks pay will be paid to all employees who are in a compulsory redundancy situation. The payment will not be applicable to anyone who voluntarily requests redundancy.

There is no longer any discretion to award added years on top on the Payments payable under the Local Government Pension Scheme (LGPS) for eligible employees.

There is no longer the discretion to award any other forms of enhanced Compensation benefits.

For employees who at the date of redundancy (with three or more months membership of the Pension Scheme) are entitled to early payment of pension and lump sum under the Local Government Pension Scheme Regulations 1997 payments will be made in line with the agreed Statement of Pensions policy.

13. Withholding Redundancy Payments

If an employee, under notice of redundancy, receives an offer of work outside the Local Government Service, they can either work their notice with the Council and receive their redundancy payment or, if they wish to start prior to the end of the notice period, resign from their post (counter notice). In this

Responsible Team	People and Policy	Version	5 Page 9
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

case they will forgo the remainder of their notice pay but will be entitled to their redundancy pay calculated to the date they leave their employment.

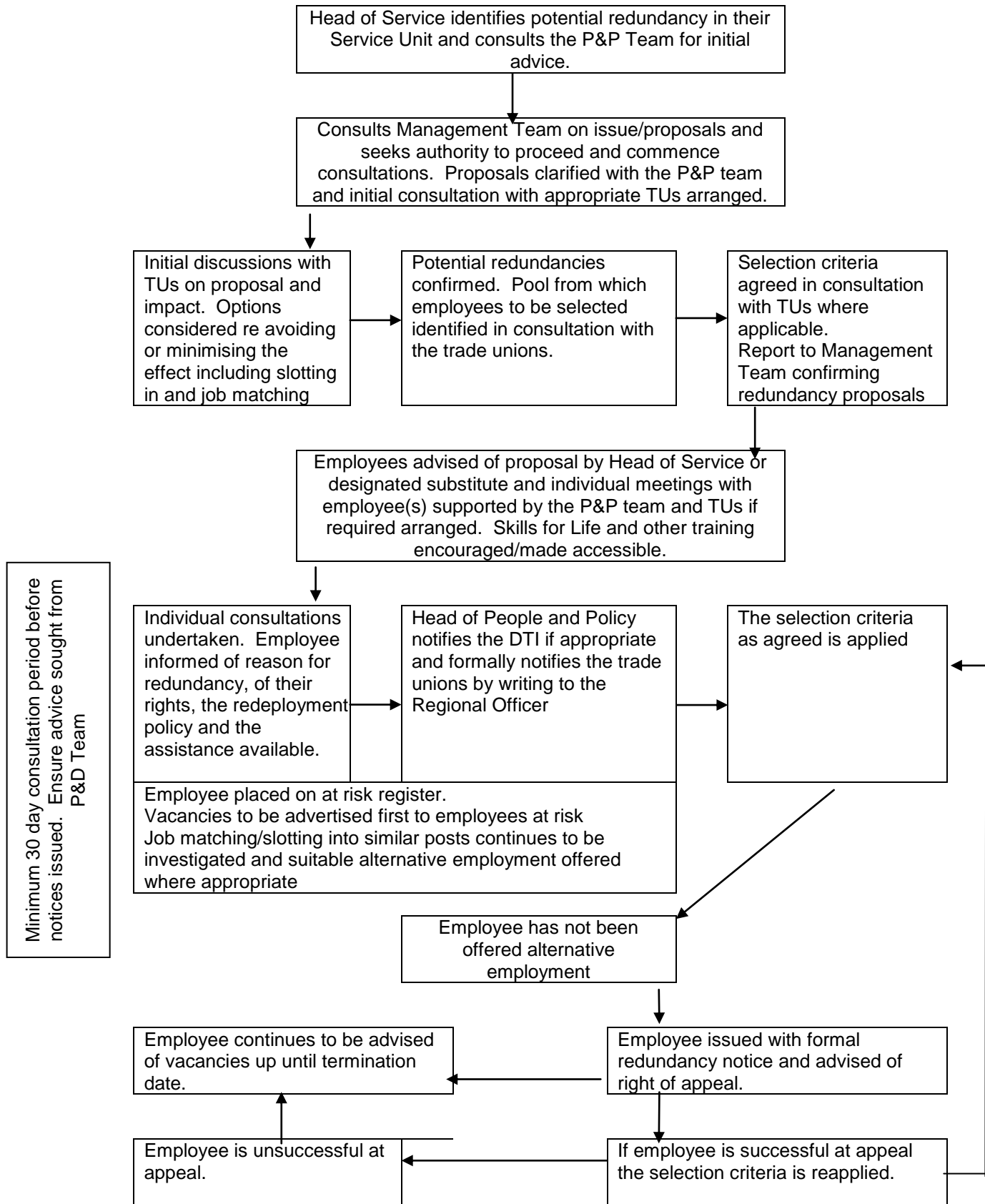
If an employee, under notice of redundancy, receives and accepts an offer of work within the Local Government Service, as covered by the redundancy modification order, before their employment with Rossendale Borough Council ends they will not be entitled to a redundancy payment. Their continuity of service will not be broken if they commence their new job before the 5th Monday following the date of termination of employment.

If an employee is made redundant and after their termination date obtains employment with another Local Authority they are entitled to retain any monies paid to them by their former employer in respect of notice and redundancy payments but cannot commence their new job until 4 weeks after the termination date.

If the Council is aware that an employee under threat of redundancy has received an offer of employment with another Local Authority prior to their finishing date, then no redundancy payments will be made.

Responsible Team	People and Policy	Version	5 Page 10
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

Redundancy Procedure Quick Guide



Responsible Team	People and Policy	Version	5 Page 11
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

Normal Redundancy Selection Model

Part 1		Personal Details			
Full Name				Directorate	
Current Post				Service Unit	
Date of appointment to current job role				Continuous service date	
Part 2 Knowledge Skills and Competence (60%)		Met to high standard	Met to good standard	Met to satisfactory standard	
Part 3 Live Disciplinary Record over last 2 years (20%)		Issued on	Part 4 Absence Record over last 2 years (20%)		Nos
Verbal Warning			No of working days lost		
Written Warning			No of individual periods of absence		
Final Written Warning			Absence factor score		
Period from:			Period from:		
Period to:			Period to:		
Part 5 – Scoring		Records attached ✓	Banding	Score	Total%
Job criteria Met to a high standard all essential and desirable criteria (10) Met to a good standard all essential criteria and desirable criteria (8) Met all essential criteria to a satisfactory standard and some of desirable (6) Met most or all of essential criteria to a satisfactory standard (4)					
Discipline = none (10), VW (6), WW (4),FWW (0)					
Absence factor score = none (10), up to 25 (8), up to 75 (6), up to 125 (4) up to 175 (2) over 175 (0) (NB Absences relating to industrial injury caused during the normal working duties and following the completion of an accident form or disability related sickness as confirmed by Occupational Health should normally be excluded).					
Responsible Team	People and Policy	Version	5 Page 12		
Responsible Author	Head of People and Policy		Final		
Date last amended	19.1.2012	JCC	19.1.2012		

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ROSSENDALE BOROUGH COUNCIL

Procedure for Dealing with Redundancy Appeals

1.0 Redundancy Appeals Panel

- 1.1 The Council shall establish a panel for the purpose of hearing and determining any appeals, which may be made against decisions relating to redundancies submitted by employees under this procedure. The Appeals Panel shall consist of 3 Council Members.
- 1.2 At the appeal a representative from the People and Policy Team, the Legal Team or an external Legal advisor may be present throughout in an advisory capacity. For appeals involving the Chief Executive, 151 Officer and Monitoring Officer a Designated Independent Person will advise the Appeals Panel.
- 1.3 A member of the Appeals Panel shall not sit on any appeal that is to consider a decision on which he/she has had prior involvement.
- 1.4 Prior involvement means having a direct involvement in the selection of the employees to be made redundant including the agreement of the selection criteria, the application of that criteria and the resulting decision on which employee/s the redundancy will fall. Prior involvement does not mean having an involvement in identifying savings targets and decisions on which services will be reduced or no longer supported. Similarly, any other Officer with prior involvement in the redundancy selection process shall have no role in advising the Appeals Panel.

2.0 Appeals Procedure

- 2.1 All employees have the right to appeal to the Council's Redundancy Appeals Panel against dismissal for redundancy reasons. The grounds for appeal will concern the application of procedures, consultation and the fairness of selection. The decision of the Council to declare redundancies will not be grounds for appeal.
- 2.2 If the employee decides to appeal against their redundancy he/she must do so in writing, stating the grounds and enclosing relevant documents, within 10 days of the date of the letter notifying them of the redundancy. The notice of appeal must be sent to the Head of people and Policy.

Responsible Team	People and Policy	Version	5 Page 13
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

2.3 The Appeals Panel shall hear the appeal not later than 20 working days after the receipt of the notice of appeal from the employee, unless a later date for the Hearing is mutually agreed. The employee shall be given at least five working days notice of the hearing, in writing, stating the date, time and location.

2.4 The employee shall be in attendance at the hearing when the appeal is being heard and he/she may be represented by a friend or Trade Union representative, or legal adviser. If any the appellant fails to attend, the Appeals Panel may, dependent on the circumstances, dismiss the Appeal, consider it in their absence or defer the Hearing to an alternative date. Where either party intends to produce documentary evidence or call witnesses at the Appeal, details should be given to the other party in advance of the Hearing.

2.5 The Appeals Panel shall have the right to allow the appeal or to confirm or alter the decision against which the appeal is made. The procedure to be followed at the Hearing shall be as follows:

(Reference to the "Employee" should be taken to mean the employee and/or his/her representative(s) and reference to the Head of Service should be taken to mean the Head of Service or other appropriate senior officer).

- (a) The Head of Service to put the case in the presence of the employee and may call witnesses;
- (b) The employee to have the opportunity to ask questions of the Head of Service and/or the witnesses called, on the evidence given.
- (c) The Appeals Panel to have the opportunity to ask questions of the Head of Service and witnesses.
- (d) The Head of Service to have the opportunity to re-examine his/her witnesses.

Note: Where possible witnesses should be questioned in turn by the parties and the Panel and should withdraw on completion of the questioning unless specifically requested to remain.

- (e) The employee to put his/her case in the presence of the Head of Service and to call such witnesses he/she wishes.
- (f) The Head of Service to have the opportunity to ask questions of the employee and his/her witnesses.

Responsible Team	People and Policy	Version	5 Page 14
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

- (g) The Appeals Panel to have the opportunity to ask questions of the employee and his/her witnesses.
- (h) The employee to have the opportunity to re-examine his/her witnesses (See also the note at (d) above).
- (i) The Head of Service may sum up his/her case.
- (j) The employee may sum up his/her case.
- (k) The Head of Service, the employee and all witnesses will withdraw whilst the Appeals Panel considers the case in private (the Panel's adviser(s) will remain).
- (l) The Panel may recall either party, with the other party in attendance, to clear points of uncertainty on information already given, then both parties will withdraw. The Panel may at its discretion recall witnesses, further
- (m) witnesses, or adjourn the Hearing in order that further information may be produced by either party.
- (n) When the Appeals Panel has reached a decision the parties will return and the Panel will announce the decision, which will be confirmed in writing within seven working days.
- (o) In delivering its decision the Appeal Panel shall address each of the selection criteria used and advise whether they are satisfied that each has been applied fairly and consistently using all facts reasonably at the Head of Service's disposal.

2.6 In circumstances where the Appeals Panel upholds the employee's appeal, for example on the grounds of the incorrect application of procedures, a lack of consultation or flaws or apparent unfairness in the application of selection criteria, the matter will be referred back to the service unit who will make arrangements for a Senior Officer, who has not been involved in the process so far, to undertake a review. If the review results in no change to the employee affected then the original redundancy notice will continue to apply and there will be no further right of appeal. If the review results in a different employee being selected for redundancy, agreement will be sought from the original employee to withdraw the redundancy notice with support as required from the trade unions.

3.0 **Further Rights of Appeal**

An employee who has completed one year of continuous service with the Council on the effective date of his/her termination of employment may complain of unfair dismissal to an Employment Tribunal and he/she should consult with his/her Trade Union or other adviser on that

Responsible Team	People and Policy	Version	5 Page 15
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

possibility at the earliest opportunity. An application to an Employment Tribunal may be made as soon as the Council has given notice of dismissal and should be received by the Tribunal within a period of three months beginning with the effective date of termination. An employee who wishes to appeal should, therefore, register an appeal with the Employment Tribunal within three months of dismissal, with a request that it should be held in abeyance until his/her rights under this procedure have been exhausted.

Appendix 2

ROSSENDALE BOROUGH COUNCIL

Redeployment Policy

1. Introduction

Rossendale Council is committed to making every endeavour to mitigate the effect of potential and confirmed redundancies by promoting the redeployment of affected employees to suitable available vacancies wherever possible. We are also committed to the retention and redeployment of employees who can no longer carry out the duties of their job as a result of disability, injury or ill-health.

2. Scope and Purpose of the Policy

The Council has a statutory duty to consider the availability of alternative employment when an employee's current job is at risk of redundancy. The purpose of this policy is to provide the mechanism by which employees in a redundancy situation may be given every opportunity to obtain suitable alternative employment.

The policy will apply to all employees of the Council.

The Council's policy on Retention and Redeployment on the grounds of Disability, Injury or Ill-Health is detailed separately at Appendix 3. Employees at risk due to redundancy or capability will be given equal access to redeployment opportunities but disabled employees must not be placed at a substantial disadvantage in comparison with non-disabled people.

3. Alternative Employment

Employees at Risk (Refer to Redundancy Policy)

Responsible Team	People and Policy	Version	5 Page 16
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

Where a potential redundancy situation is anticipated consultation will commence in order to identify reasonable steps to avoid or minimise redundancies. The Head of People and Policy must be notified at this stage.

Subject to confirmation, arrangements will then be made for the individual identified as “at risk” to be interviewed by the line manager and a representative from the People and Policy Team. The employee may wish to have their Trade Union representative or some other person of their choice present. The necessity for the redundancy will be fully explained and discussed with the employee.

It is essential that line managers adopt a proactive approach to supporting employees at risk. This will include encouragement to apply for any potentially suitable job, including temporary job roles and providing early access to refresher or additional training including Skills for Life. The employee will also be asked to complete a job application form to be used in

any job matching exercise. Arrangements will be made by the Head of People and Policy People, for the employee to attend outplacement support plus receive advice and counselling as a means of assistance in obtaining alternative employment as required

Line managers must ensure that meetings are held on a regular basis, so that necessary support towards redeployment is made available. A Trade Union representative may accompany the employee at these meetings. It is particularly important to ensure that these meetings take place with an employee at risk of redundancy so that the possibilities of redeployment can be fully explored before termination of employment takes place.

People and Policy will ensure that all vacancies are circulated to those employees identified for redeployment.

The employee must be given serious consideration for any suitable vacancy arising before any other internal and external candidates are considered. The test of suitability will be whether the employee could perform the duties of the vacant job given a reasonable amount of training or on the job instruction.

The procedure for dealing with the recruitment and selection process is set out in the next section.

4. Recruitment And Selection Procedure

Slotting in process (pre-advertising)

Consideration may be given to “slotting in” an employee directly into a vacant post if the following conditions apply. This approach can be applied prior to and after the issue of redundancy notices

- a) The vacant job is on the same grade or a maximum of one grade lower, when pay protection would be applied.
- b) The work is broadly similar to that in the employee’s current job role.

Responsible Team	People and Policy	Version	5 Page 17
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

(NB: reference should be made to the job description and person specification for the old and new job to assess whether this would be similar).

- c) There is only one employee suitable for each vacant post and no competitive selection is necessary.
- d) The 'at risk' employee meets the essential requirements of the person specification for the vacant job, or if there is a small training gap, this could be met within a short period, e.g. the acquisition of basic keyboard skills or technical updating by a short course.
- e) The application of the policy results in a logical reasonable outcome.

Job Matching (pre- advertising)

Job matching is a process of identifying job roles in the organisation that have similar skill requirements which employees who are at risk, could reasonably undertake with additional training. This approach can be applied prior to and after the issue of redundancy notices.

- A completed application form will be forwarded to the Head of People and Policy who will try to match the employee against any existing vacancies. Even if the employee does not meet all the essential requirements, then an interview may still take place if it is considered the requirements can be met within twelve months.
- The matching process will only consider vacancies at the same grade or no more than one grade higher or lower than the grade of the employee's job.
- The Service Unit and a representative from Head of People and Policy will interview the employee/s. The suitability of the employee will be assessed in the normal way and, if necessary, a training plan will be prepared to ensure that any training gap is filled as soon as possible.
- If successful the employee will be offered the position under a variation to their contract or as suitable alternative employment.
- The Council's normal policy on pay protection will apply.

Advertising of Vacancies

When a redundancy situation has been declared, or is anticipated, the policy on advertising vacancies internally and externally concurrently will be suspended and the following process of advertising will be followed:

Stage 1 Employees at Risk

Vacancies are to be advertised first to employees who have received notice of redundancy or who have been identified as the subject of consultation with

Responsible Team	People and Policy	Version	5 Page 18
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

the Trade Union and to employees seeking redeployment under the policy for Retention and Redeployment Policy on the Grounds of Disability, Injury or Ill-Health.

This is to allow them the first opportunity to apply for the vacancy and is termed as “ring fencing”.

This will only apply providing that the post advertised is of the same grade, or no more than one grade above the grade of the employee (s) at risk. If this condition is not satisfied, then the process moves to stage 2. Ring-fencing of vacancies does not apply to temporary or fixed term employees who will not have completed at least twelve months service at the date of redundancy.

NB Where employees apply for posts more than one grade below their existing job role, pay protection will be limited to no more than 4 incremental points above the maximum of the lower graded job

Stage 2 Internal Advert

If there are no suitable applicants from the employees at risk or if the post is more than one grade higher than those of the employees at risk, consideration

will be given to advertising the post internally if this is likely to release a vacancy lower down the grading structure which could then be slotted/job matched or advertised internally to those at risk. The decision will be made based on the job description and person specification.

Stage 3 External Advert

Where it is not or has not been possible to fill the vacancy internally due to criteria or decisions as detailed at stage 2, or requirement for specialist qualification/experience, the job will be advertised internally and externally concurrently.

Shortlisting

The Council’s Recruitment and Selection procedure for shortlisting should be followed. An employee at risk should be shortlisted where he/she meets the essential criteria as detailed in the person specification of the advertised post. If there is any doubt advice must be sought from the People and Policy Team.

Interviewing

Interviews must be held in accordance with the Council’s Recruitment and Selection procedures and interviewers must be clear about the person specification for the job and the extent to which the employee either meets or does not meet it.

Comprehensive records of interviews must be kept so that decisions made can be justified if necessary. Each interviewer should complete an interview record sheet and a consensus decision should also be recorded.

Responsible Team	People and Policy	Version	5 Page 19
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

In a redeployment situation the People and Policy Team should always be consulted and a Personnel representative will normally be included in the panel for any interviews which take place.

5. Offer Of Alternative Employment

An offer of alternative employment must be made in writing before employment under the previous contract ends. Employment in the new job must start immediately the notice expires or after an interval of not more than four weeks. Advice on the wording of the offer letter must be sought from the People and Policy Team.

If appropriate, the employee may be seconded to the new job before a period of notice in the old job has expired in order to gain more experience of the new situation. This will not, however, form the part of the trial period.

6. Trial Period

An employee who is under notice of redundancy has a statutory right to a trial period of four weeks in an alternative job where the provisions of the new contract differ from the original contract. The trial period will commence on appointment to the new job, normally immediately after the previous contract has ended. The purpose of the trial period is to give the employee the chance to decide whether the new job is suitable without necessarily losing the right to

redundancy payment. The employer should also use the trial period to assess the employee's suitability.

A trial period longer than four weeks can be agreed for retraining purposes. This agreement should be in writing, specifying the date on which the trial period ends and setting out the employee's terms and conditions after it ends. If the employee works beyond the end of the four week trial period, or the jointly agreed extended trial period, any redundancy entitlement will be lost because the employee will be deemed to have accepted the new employment.

If the new employment proves to be unsatisfactory during the trial period and is terminated, then the original redundancy will take effect. If the trial period is satisfactorily completed, the original dismissal on the grounds of redundancy is held not to have taken place and continuity of employment is unbroken.

Trial periods can obviously be a stressful time for employees who will need understanding and encouragement. The progress of the employee throughout the trial period should be closely monitored by way of mutual reviews with the line manager or designated substitute at weekly intervals, with support and counselling offered where appropriate. A decision to terminate employment at the end of the trial period for unsuitability should be taken only after careful, detailed consideration and discussion with the People and Policy Team.

Responsible Team	People and Policy	Version	5 Page 20
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

7. Remuneration And Conditions Of Employment

The Council currently operates a policy, which protects an individual's pay where he/she is redeployed to a lower graded post, as a result of redundancy.

Where an employee is redeployed to a lower graded post and protection is applied, he/she can be expected to carry out duties commensurate with the level of protection as and when required.

In view of the protection he/she would also be expected to apply for suitable vacancies more appropriate to the protected salary as and when they become vacant.

The current agreement on pay protection is set out in Appendix 4

Appendix 3

Retention and Redeployment Policy Disability, Injury or Ill-Health

1. Scope

This policy aims to provide guidelines on the retention and redeployment of employees who can no longer carry out the duties of their job as a result of disability, injury or ill-health.

The Council intends, wherever possible, to retain such employees in their own post, to offer them comparable employment or to redeploy them into a more suitable post of equal status. This post will be no more than one grade above the employee's current post.

2. Legal Requirement

Responsible Team	People and Policy	Version	5 Page 21
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

The Disability Discrimination Act 1995 and 2005(DDA), places an obligation on the Council to take reasonable steps to ensure that disabled people are not placed at a substantial disadvantage in comparison with non-disabled people. Examples of reasonable adjustments employers are expected to consider are detailed below.

3. Retention of Employees in their Current Post

We will make every effort to retain an employee in his/her current post or where this is not possible, to redeploy him/her into an appropriate post of equal status, preferably within the same Service Unit.

In the event of an employee becoming unable to perform all or part of the duties of his/her current post, retirement on the grounds of ill-health will only be considered as a last resort and will be subject to the agreement of the Council's Occupational Health Consultant.

Where it becomes apparent that an employee is no longer able to fulfil all of the duties of their current post, for reasons of disability, ill-health or injury, their Manager should meet with them to discuss the situation. It is essential that the issue be handled sensitively and confidentially. Consultation should take place, at every stage, with the employee concerned together with a chosen representative (e.g. Trade Union representative).

In accordance with the DDA, Managers should consider making the following reasonable adjustments to enable the employee to continue in employment. However, this is not an exhaustive list and other alternatives should also be considered where appropriate.

Reasonable Adjustments

- Making adjustments to premises
- Allocating some of the disabled person's duties to another person*.
- Altering the person's working hours.
- Assigning the person to a different place of work.
- Allowing the person to be absent during working hours for rehabilitation, assessment or treatment.
- Giving the person, or arranging for him/her to be given, training.
- Acquiring or modifying equipment.
- Modifying instructions or reference manuals.
- Modifying procedures for testing or assessment.
- Providing a reader or interpreter.
- Providing additional supervision.
- Transferring the person to fill an existing vacancy (see Redeployment Section below).

Responsible Team	People and Policy	Version	5 Page 22
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

*In cases where other employees will be affected, e.g. if duties are to be reallocated, it is important to consult all affected employees and their representatives.

The Council has a number of schemes, including V-time, flexitime, job share, part-time working and homeworking, which should be considered in assisting an employee to continue in employment.

In some cases it may be appropriate to involve the local Disability Employment Adviser in undertaking assessments to determine appropriate, reasonable adjustments in addition to Occupational Health. The Advisers can often assist in funding adjustments under the Access to Work Scheme. Please contact the People and Policy team if you require assistance from these services.

4. Redeployment

Recruitment and Selection will be managed as detailed in the Redeployment Policy. Employees will be considered for redeployment alongside those who are at risk of redundancy taking into account any reasonable adjustments that may be required.

At all stages in the redeployment procedure the employee concerned, together with his/her representative must be consulted. Discussions of this nature must be handled in a sensitive and confidential manner.

Once all parties are agreed that return to the employee's current post is not appropriate then, wherever possible, the employing Service Unit is responsible for finding a suitable alternative post within their own Unit.

Redeployees should be considered for all appropriate vacancies arising within the Unit before they are generally advertised using the slotting in or job matching process. They should not necessarily be expected to meet all the essential criteria on the person specification. The Recruiting Panel should instead consider whether or not the individual has the potential to undertake

the duties of the post with the necessary training and support and within an agreed timescale. If necessary, reasonable adjustments to the duties and associated essential criteria should also be considered at the interview stage in order to comply with the DDA.

If it is not possible to redeploy an employee within the employing Service Unit the Service Manager should contact the People and Policy Team for assistance in redeploying the employee into another Service Unit. The People and Policy Team must be satisfied that the employing Service Unit cannot find anything suitable.

In accordance with the provisions of the DDA a reasonable adjustment to consider would involve transferring an employee to a more suitable post under the slotting/job matching process including any necessary reasonable

Responsible Team	People and Policy	Version	5 Page 23
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

adjustments. The advice of the People and Policy Team should be sought at this stage, to arrange for referral to the Occupational Health Unit and a Disability Employment Adviser.

Redeployees will be considered first for suitable, alternative posts before they are generally advertised along side employees at risk of redundancy using the agreed procedures in under Section 4 of the Redeployment Policy. They should not necessarily be expected to fulfil all the requirements of the person specification immediately. Reasonable adjustments to the duties and associated essential criteria will also be considered where necessary. If an employee is redeployed to a post at a lower grade the Pay Protection Policy will be applied.

Once it is has been agreed that redeployment is the best option for the employee the People and Policy Team will continue to try and find a suitable vacancy during the remaining period of the employee's entitlement to payment under the Council's Sickness Scheme and/or for a period of 3 months after the employee has been declared fit to return to work.

5. Redeployment Opportunity Not Identified

If a suitable vacancy does not arise within the agreed period the employee will be referred to the Occupational Health Unit to be considered for retirement on the grounds of ill health.

If the Occupational Health Consultant is unable to certify entitlement to early release of superannuation benefits on the grounds of ill-health, or if a suitable job offer is unreasonably refused, or if no suitable, alternative employment is available, it will be necessary to review the continued employment on the grounds of capability. This will be dealt with in accordance with the Council's Managing Attendance Policy.

6. Register of Reasonable Adjustments

All reasonable adjustments that relate to an employee must be reported to the People and Policy Team to be recorded on the Council's Human Resource Information System. Any relevant paperwork will also be scanned to the system. This will assist the Council to prove, if challenged, the extent to which it makes reasonable adjustments. It will also help to monitor the cost of

making such adjustments so that appropriate budgetary provision can be made for this purpose.

The People and Policy Team will write to the employee and confirming the agreed reasonable adjustments.

7. Monitoring

Statistics relating to reasonable adjustments will be incorporated into the People and Policy Team's reporting and information processes.

Responsible Team	People and Policy	Version	5 Page 24
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

ROSSENDALE BOROUGH COUNCIL

Pay Protection Policy

The Council's policy on pay protection is as follows:

Responsible Team	People and Policy	Version	5 Page 25
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

1. Protection will be limited to no more than 4 incremental points above the maximum of the lower graded job.
2. The employee will accept additional duties and responsibilities beyond the scope of the lower graded job description up to the value of the protection.
3. The employee will continue to seek employment within the Authority at a higher grade when this becomes available so the cost of protection is reduced. The original limits on protection will still be applicable.
4. When assessing protection limits for an employee in receipt additional payments, the figure for comparison will include other payments and will be made to the nearest equivalent spinal column point.
5. Protection applies to pay and will be paid for 12 months. Pay is frozen at the time of redeployment with no further increments or annual pay rises being paid.
6. Employees in career graded posts will be dealt with on an individual basis.

Responsible Team	People and Policy	Version	5 Page 26
Responsible Author	Head of People and Policy		Final
Date last amended	19.1.2012	JCC	19.1.2012

Subject:	Council Pay Policy Statement	Status:	For publication
Report to:	Full Council	Date:	11 th July 2012
Report of:	Head of People and Policy	Portfolio Holder:	Finance & Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Community Impact Assessment:	Required:	No	Attached: No
Biodiversity Impact Assessment	Required:	No	Attached: No
Contact Officer:	Liz Sandiford	Telephone:	01706 252452
Email:	lizsandiford@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	That Full Council approves the attached Pay Policy Statement.

2. PURPOSE OF REPORT

2.1 To seek approval for the Council's Pay Policy Statement which is required to be published annually.

3. CORPORATE PRIORITIES

3.1 The matters discussed in this report impact directly on the following corporate priorities:

- **A clean and green Rossendale** – creating a better environment for all.
- **A healthy and successful Rossendale** – supporting vibrant communities and a strong economy.
- **Responsive and value for money local services** – responding to and meeting the different needs of customers and improving the cost effectiveness of services.

4. RISK ASSESSMENT IMPLICATIONS

4.1 No risks have been identified in relation to the Pay Policy.

5. BACKGROUND AND OPTIONS

5.1 The Localism Act was given Royal Assent on 15 November 2011 and includes five key measures that underpin the Government's approach to decentralisation, these being; Community rights, Neighbourhood Planning, Housing, General Power of competence and empowering cities and other local areas.

The Localism Act 2011[Chapter 8 – Pay Accountability], requires all local authorities to set out its position on a range of issues relating to the remuneration of it's employees. The Pay Policy Statement must be approved by the Council in an open forum and published on its website.

5.2 The Pay Policy Statement sets out the existing approach to the remuneration of all posts within the Council. In particular it specifies certain mandatory requirements that must be detailed within the Statement, this refers to:

- The pay structure of the Council and how it is set;
- Senior Management Remuneration, providing details of the pay grade for posts defined as Chief Officer and the accompanying allowances;
- The recruitment arrangements for a Chief Officer;
- The relationship between the salaries of Chief Officers and other employees;
- Details of the lowest paid posts within the Council;

- Employer's Pension Contribution details;
- Termination of employment payments.

5.3 The Localism Act refers to the position of Chief Officer, which is defined as:
Head of Paid Service designated under Section 4 (1) of the Local Government and Housing Act (LGHA) 1989.

Monitoring Officer designated under section 5 (1) of the LGHA 1989

Statutory Chief Officer mentioned in section 2 (6) of the LGHA 1989

Non statutory Chief Officers section 2 (7) of the LGHA 1989

A Deputy Chief Officer mentioned in Section 2 (8) of the LGHA 1989

5.4 Within the Council structure this includes the following posts which are accountable to the Chief Executive:

- Director of Business (Monitoring Officer),
- Head of Finance (Section 151 Officer),
- Director of Customers and Communities,
- Head of People and Policy.

There are a further series of posts which fall within the definition of Chief Officer referred to in the Localism Act, by virtue of being required to deputise for Chief Officers. These have not been specifically listed.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

6.1 The pay and remuneration detailed within the Pay Policy Statement are all within the approved budget of the Council.

7. MONITORING OFFICER

7.1 The job evaluation schemes used to establish the grades of posts meet the Equality and Human Rights Standards.

8. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

8.1 The Policies detailed within the Pay Policy Statement have been approved through Council Procedures and in consultation with trade unions.

9. CONSULTATION CARRIED OUT

9.1 The job evaluation schemes used to establish the grades of post have been agreed with the Trade Unions.

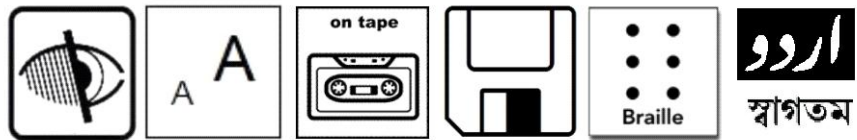
9.2 Government Guidance and Guidance from North West Employers has been used to develop the Policy.

10. CONCLUSION

10.1 The Pay Policy details the existing contractual entitlements as per current contracts of employment of the senior staff within the Council. A community impact assessment has already been completed in relation to the pay and grading structure following the completion of the Pay and Grading Review in 2007. The Policy meets the Council's legal requirements as per the Localism Act.

Background Papers	
Document	Place of Inspection
North West Employers Guidance	Head of People and Policy

Pay Policy Statement



Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	1

ROSSENDALE BOROUGH COUNCIL

PAY POLICY STATEMENT

1. Purpose of the Policy

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy sets out the Council’s approach to pay in accordance with the requirements of Section 38 of the Localism Act 2011.

The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;

- The methods by which salaries of all employees are determined
- The details of the remuneration of its most senior employees, ie Chief Officers
- The relationship between the salary of its Chief Officers and other employees

2. Other legislation relevant to pay and remuneration

In determining the pay and remuneration of its employees the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, the Part-time Employment (Prevention of Less Favourable Treatment) Regulations 2000 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. The Council ensures that there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of job evaluation mechanisms, which directly establish the relative level of posts in grades according to the requirements, demands and responsibilities of the role.

The Council operates the GLPC [Greater London Provincial Council] Scheme for all posts up to and including spinal column point 49. All posts above spinal column point 49 have been job evaluated utilising HAY, which includes comparative benchmarking data from other local authorities. An Equality Impact Assessment has been undertaken in relation to the Council’s grading structure.

3. Pay Structure

The Council complies with the nationally negotiated spinal column points for all posts up to and including spinal column point 49, which is detailed at Appendix A. Posts above spinal column point 49 are detailed at Appendix B.

The salary increase for all posts within the Council is set nationally, through collective bargaining between the national Employers and Trade Unions. The pay and grading structure for the majority of posts was established as part of the Pay Policy 2007. This Policy was approved by the Council in 2007 and addressed the

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	2

Council's approach to the job evaluation of posts and the harmonisation of key terms and conditions of employment. Since 2007, all newly created posts and posts that have varied are subject to evaluation against the Job Evaluation Scheme.

On occasion, it may be necessary to take account of external pay levels in the labour market in order to attract and retain employees with particular skills, knowledge and experience. On such occasions the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.

4. Definitions

The Localism Act refers to the position of Chief Officer, which is defined as: Head of Paid Service designated under Section 4 (1) of the Local Government and Housing Act (LGHA) 1989.

Monitoring Officer designated under section 5 (1) of the LGHA 1989

Statutory Chief Officer mentioned in section 2 (6) of the LGHA 1989

Non statutory Chief Officers section 2 (7) of the LGHA 1989

A Deputy Chief Officer mentioned in Section 2 (8) of the LGHA 1989

Within the Council structure this includes the following posts which are accountable to the Chief Executive:

Chief Executive,
 Director of Business (Monitoring Officer),
 Head of Finance (Section 151 Officer),
 Director of Customers and Communities,
 Head of People and Policy.

There are a further series of posts which fall within the definition of Chief Officer referred to in the Localism Act, by virtue of being required to deputise for Chief Officers. These have not been specifically listed.

Remuneration is defined as the pay an individual receives.

5. Chief Executive Remuneration

The post of Chief Executive [Head of Paid Service] was filled by the current postholder in 15 May 2009.

The appointment and terms relating to the appointment were agreed at a meeting of the Council. At that time an independent review of the role and the remuneration package was undertaken. This review involved obtaining guidance and advice from the North West Employers Organisation.

SPINAL POINT	SALARY [per annum]
Chief Officer	97,276

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	3

Additional Allowances;

Essential car user lump sum – £846-£963pa

Returning Officer Fees – This is based upon a fee calculated periodically by the Cabinet Office, with the fee being based on a sum of money multiplied per every 10,000 of electorate. The Council appointed the Chief Executive as the Returning Officer as part of the appointment process in May 2009.

The Council pays the fees for the local election and the fees for other elections, such as Parliamentary and County Council, are paid for externally.

Unlike other Local Authorities, Rossendale Borough Council does not offer lease car or telephone allowance schemes.

The Chief Executive is required to respond to Out of Hours Emergencies, attend evening meetings and out of hours weekend events for which no payment or time is recoverable.

The other terms and conditions of service relating to this post are in accordance with the Joint Negotiating Committee for Chief Executives of Local Authorities.

Any other allowances relating to the post are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

6. Director Remuneration

There are two posts of Director reporting to the Chief Executive;

- Director of Business [Statutory Monitoring Officer]
- Director of Customers and Communities

These posts were established in September 2009, following a review of the senior management structure.

Salary range:

SPINAL POINT	SALARY [per annum]
Grade 14 60-65	52,501 - 58,578
Grade 15 65-69	58,578 - 64,174
Grade 16 70-74	65,753 - 72,327

Additional Allowances:

Reimbursement of one professional subscription fee per annum applies to the Director of Business.

Progression through the grade occurs through the payment of an additional annual increment on 1 April, each year.

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	4

The other terms and conditions of service relating to these posts are in accordance with the JNC Terms and Conditions for Chief Officers of Local Authorities.

Any other allowances relating to the posts are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

Unlike other Local Authorities, Rossendale Borough Council does not offer lease car or telephone allowance schemes.

The Directors are required to respond to Out of Hours Emergencies, attend evening meetings and out of hour's weekend events for which no time or payment is made.

7. Head of Service Remuneration

There are two posts of Head of Finance and Head of People and Policy reporting to the Chief Executive:-

Head of People and Policy
Head of Finance [Section 151 Officer]

Salary range:

SPINAL POINT	SALARY [per annum]
Grade 13 56-59	48,288 - 51,733
Grade 14 60-65	52,501 - 58,578

Additional Allowances:

Essential car user lump sum £846 - £963 per annum.

Reimbursement of one professional subscription fee per annum.

Progression through the grade occurs through the payment of an additional annual increment on 1 April, each year.

The other terms and conditions of service relating to the Head of People and Policy are in accordance with the NJC For Local Government Services National Agreement on Pay and Conditions of Service.

The other terms and conditions of service relating to the Head of Finance are in accordance with the JNC Terms and Conditions for Chief Officers of Local Authorities.

Any other allowances relating to the posts are the same as for all other posts within the Council, for example, reimbursement of fuel expenditure from business travel.

Unlike other Local Authorities, Rossendale Borough Council does not offer lease car or telephone allowance schemes.

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	5

The Head of Finance and the Head of People and Policy are required to respond to Out of Hours Emergencies, attend evening meetings and weekend events for which no pay or time is recoverable.

8. Recruitment of Chief Executive and Chief Officers

Under Section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”.

Where there is a requirement to recruit to the post of Chief Executive or Chief Officer, the Council’s Constitution, Part 4, Section 10, Employment Procedure Rules Apply.

9. Salary upon Appointment

Under normal circumstances, all new appointments to a post of Chief Executive or Chief Officer will be made at the bottom spinal column point of the grade, unless there are objective reasons for not doing so. Any appointment above the bottom spinal column point will require the approval of the Appointment Panel.

10. Performance-related Pay

The Localism Act requires Councils to provide details of any performance related pay for its Chief Officers; however, Rossendale Council does not have any such arrangements.

11. Relationship between Chief Executive/Chief Officer Pay and other Employees

The relationship between the salaries of the Chief Executive and Chief Officers and the median salary and the lowest paid salary are;-

Post	Benchmark Salary	Ratio
Chief Executive salary	median salary	1:47
Chief Officer salary	median salary	1:27
Chief Executive salary	lowest salary	1:79
Chief Officer salary	lowest salary	1:45

Chief Executive salary at mid-point = £ 97,276 - [average of the two mid-salary points]

Chief Officer salary at mid-point = £ 55,541 - [average of the two mid-salary points]

Median salary = £20,858

Lowest salary = £12,145

12. Lowest Paid Employees

The Council complies with the National Joint Council for Local Government Services – Pay and Conditions of Service. The Pay Policy in 2007, created a new grading structure with grade 1 being the lowest grade. The minimum salary the Council pays in accordance with the National Conditions of Service is spinal point 4 of the pay scale, which at present equates to £12,145 per annum, within grade 1.

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	6

Salary range:

SPINAL POINT	SALARY [per annum]
4	12,145
5	12,312
6	12,489
7	12,787

Progression through the grade occurs through the payment of an additional annual increment on 1 April, each year.

Part-time posts are paid the same salary, but on a pro-rata basis.

The lowest paid employees includes cleaner and cleaning operatives on spinal point 6 £12,489.

13. Termination Payments

The Council's Redundancy Policy applies equally to all permanent employees regardless of their grade. A redundancy payment will be paid to an employee when their post is made redundant and there are no suitable redeployment opportunities. The Redundancy Policy is at Appendix D.

The Council does not have any policy which allows for early retirement or which allows for any increase or any enhancing of an employee's pensionable service.

14. Employer Pension Contribution

The Council contributes to the Local Government Pension Scheme in 2012/13 for all its employees who are members equally at the rate of 27.8% of an employee's salary. This rate of contribution is set by Actuaries advising the Lancashire Pension Fund and is reviewed on a triennial basis.

This comprises

Future Service Rate 12.5%

Past Service Adjustment 15.3%

15. Employee Pension Contribution

Employees in the Local Government Pension Scheme pay at present the following annual contributions, based upon their salary;-

Full-time salary	Contribution rate
Up to £12,900	5.5%
£12,900 - £15,100	5.8%
£15,100 - £19,400	5.9%
£19,400 - £32,400	6.5%
£32,400 - £43,000	6.8%

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	7

£43,000 - £81,100	7.2%
£81,000 and above	7.5%

16. Engagement of Former Chief Officers in receipt of Pensions

The Council does not have a policy which prevents former Council employees including Chief Officers from applying for and being successfully appointed to any Council job or returning under a contract for service, because they are in receipt of a Public Sector or Local Government Pension. Normal recruitment and selection processes would apply in line with the Council's Equalities Policy or normal procurement rules would apply.

17. Publication of the Policy

The Policy will be published on the Council's Website, following its approval by the Council in July 2012.

In addition, for posts where the fulltime equivalent salary is at least £50,000, the Council's Annual Statement of Account will include a note setting out the total amount of:

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any bonuses so paid or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination of employment
- any benefits received that do not fall within the above.

The information set out within this pay policy complements the data the Council is required to publish separately under the Code of Recommended Practice for Local Authorities on Data Transparency and by the Accounts and Audit (England) Regulations 2011.

18. Review of Pay Policy

The Policy will be subject to annual review and must be approved by the Council prior to 31 March each year. If there is a need to amend the Policy between reviews, then any such amendments will be considered by the Cabinet, prior to approval by the Council.

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	8

ROSSENDALE BOROUGH COUNCIL – PAY AND GRADES AT SCP 49 AND BELOW

Wef April 2009

Grade	Spinal Colum Point Range	Salary
1	4-9	12,145
		12,312
		12,489
		12,787
		13,189
		13,589
2	12-17	15,039
		15,444
		15,725
		16,054
		16,440
		16,830
3	17-21	16,830
		17,161
		17,802
		18,453
		19,126
4	21-24	19,126
		19,621
		20,198
		20,858
5	24-27	20,858
		21,519
		22,221
		22,958
6	28-32	23,708
		24,646
		25,472
		26,276
		27,052
7	32-38	27,052
		27,849
		28,636
		29,236
		30,011
		30,851
		31,754
8	39-44	32,800
		33,661
		34,549
		35,430

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	9

		36,313
		37,206
9	45-49	38,042
		38,961
		39,855
		40,741
		41,616

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	10

Appendix B

ROSSENDALE BOROUGH COUNCIL – PAY AND GRADES ABOVE SCP 49

Grade	Spinal Colum Point Range	Salary
Grade 10	49-53	41,616
		42,481
		43,358
		44,232
		45,100
Grade 11	53-56	45,100
		46,038
		47,174
		48,288
Grade12	54-58	46,038
		47,174
		48,288
		49,407
		50,552
Grade13	56-59	48,288
		49,407
		50,552
		51,733
Chief Officer	60-65	52,501
Grade 14		53,713
		54,930
		56,152
		57,371
		58,578
Chief Officer	65-69	58,578
Grade 15		59,977
		61,376
		62,775
		64,174
Chief Officer	70-74	65,753
Grade 16		67,385
		69,035
		70,676
		72,327

Responsible Team	People and Policy	Full Council	July 2012
Responsible Officer	Head of People and Policy	Version	Final
Date last edited	15.3.2012	Page	11

Subject:	Retirement Policy	Status:	For publication
Report to:	Full Council	Date:	11 th July 2012
Report of:	Head of People and Policy	Portfolio Holder:	Finance & Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Community Impact Assessment:	Required: Yes	Attached: Yes	
Biodiversity Impact Assessment	Required: No	Attached: No	
Contact Officer:	Liz Sandiford	Telephone:	01706 252452
Email:	lizsandiford@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	That Full Council approves the attached Retirement Policy, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

2. PURPOSE OF REPORT

- 2.1 To seek approval for the Retirement Policy.
- 2.2 Delegate any future minor amendments to the policy to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **A clean and green Rossendale** – creating a better environment for all.
 - **A healthy and successful Rossendale** – supporting vibrant communities and a strong economy.
 - **Responsive and value for money local services** – responding to and meeting the different needs of customers and improving the cost effectiveness of services.

4. RISK ASSESSMENT IMPLICATIONS

- 4.1 Litigation risks if the Council fails to adopt the Policy.

5. BACKGROUND AND OPTIONS

- 5.1 The Equality Act 2010, removed the compulsory retirement age for employees without a justified reason.

There is currently no post/s within the Council structure which would allow a justifiable reason to implement a compulsory retirement age. Therefore, it is no longer lawful to request a Council employee to retire at 65 years.

The policy has been developed to provide a framework under which employees should wherever possible, be permitted to continue to work for as long as they wish to do so.

The policy also includes guidance in relation to flexible retirement, voluntary retirement and ill health retirement to reflect the recent changes to the Council's Local Government Pension Scheme (LGPS) and State Pension benefits.

The implementation of the policy would provide transparency, fairness and consistency for all employees throughout the Council regarding retirement.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

6.1 Any financial implications would be met from on-going revenue budgets.

7. MONITORING OFFICER

7.1 The Equalities Act 2010 removed the default retirement age and additional duties have been imposed in relation to adjustments that might be necessary to accommodate workers with disabilities.

7.2 The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 provide that part-time workers are not allowed to be treated less favourably in their contractual terms and conditions than comparable full-timers unless the treatment can be objectively justified. Part time and full time employees are both eligible to join the pension scheme and to retire in line with the proposed policy.

7.3 The Employment Equality (Repeal of Retirement Age Provisions) Regulations 2011 require the Council to have in place a retirement policy and procedure document which includes all forms of retirement

8. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

8.1 Are included within the Report

9. CONSULTATION CARRIED OUT

9.1 Portfolio Holder

9.2 Management Team

9.3 Joint Consultative Committee

9.4 Staff Forum

10. CONCLUSION

10.1 The Council has a robust retirement policy which will support the implementation of any future legislation changes to employee of the Council.

Retirement Policy and Procedures

Other formats available on request. Please contact 01706 217777 or visit our One Stop Shop at Lord St, Rawtenstall.

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ROSSENDALE BOROUGH COUNCIL

Contents

RETIREMENT POLICY AND PROCEDURES.....	3
1.0 Introduction	3
2.0 Scope	3
3.0 Retirement procedure.....	3
4.0 State Pension on retirement	4
5.0 Local Government Pension Scheme (LGPS) rights on retirement.....	4
6.0 Ill Health Retirement	4
7.0 Flexible Retirement.....	5
8.0 Members who attain the age of 65 years and are continuing in employment but do not elect for flexible retirement.....	6
9.0 Application of Policy	6
10.0 Complaints.....	6
11.0 Monitoring.....	6
12.0 Review.....	7
13.0 Law relating to this document.....	7
14.0 Additional information and guidance	7

Responsible Section/Team	People and Policy	Version/Status	Version 2
Responsible Author	HR Manager	Date Agreed / at JCC	8.03.12
Date last Amended	21.06.11	Date for review	21.06.14

RETIREMENT POLICY AND PROCEDURES

1.0 Introduction

- 1.1 The purpose of this policy is to set out Rossendale Borough Council's approach to the retirement of employees.
- 1.2 The Council does not operate a compulsory retirement age for its employees.
- 1.3 The Council is committed to equal opportunities for all its employees. The Council recognises the contributions of a diverse workforce, including the skills and experience of older employees. It believes that employees should wherever possible, be permitted to continue to work for as long as they wish to do so.
- 1.4 The Council operates a flexible retirement policy and employees may voluntarily retire at a time of their choosing.

2.0 Scope

- 2.1 The Procedure will apply to all permanent and temporary employees employed by Rossendale Borough Council.

3.0 Retirement procedure

- 3.1 If an employee has decided that he/she wishes to retire, he/she should inform their Line Manager in writing as far in advance as possible and, in any event, in accordance with his/her notice period as set out in his/her contract of employment. This will assist the Council with its succession planning.
- 3.2 The Line Manager will arrange a meeting with the employee to discuss arrangements for retirement, including the intended retirement date, succession and handover plans, pension details and phased retirement, if applicable.
- 3.3 The People and Policy Team will write to the employee acknowledging the employee's notice to retire.

Responsible Section/Team	People and Policy	Version/Status	Version 2
Responsible Author	HR Manager	Date Agreed / at JCC	8.03.12
Date last Amended	21.06.11	Date for review	21.06.14

4.0 State Pension on retirement

- 4.1 The Pensions Services will automatically contact employees four months before he/she reaches State Pension age.
- 4.2 State Pension benefits can be deferred to increase benefits, for further information contact; State Pension Claim Line on 0800 731 7936 or www.directgov.uk .

5.0 Local Government Pension Scheme (LGPS) rights on retirement

- 5.1 If you are a member of the Local Government Pension Scheme (LGPS) you can retire and receive your benefits in full once you have reached age 65. The scheme also makes provision for the early payments of benefits; you can elect to retire and receive your benefits from age 60 onwards or you may be able to retire and receive your benefits from age 55 onwards (with Council's approval).

However, if the pension benefits are drawn before the age of 65, there may be a proportionate reduction in the pension benefits payable.

- 5.2 Employees who are members of the LGPS and who have decided to retire on a specific date may request details of their pension benefits from the People and Policy Team.
- 5.3 LGPS offers periodical pre-retirement courses at no cost to the employee. Details of these courses are available from People and Policy Team.
- 5.4 Employees should consider their pension provision and take independent financial advice before making any decision in relation to retirement.

6.0 Ill Health Retirement

- 6.1 If a LGPS member's employment is terminated because of ill health or infirmity of mind or body that renders him or her permanently incapable of discharging efficiently the duties of employment, the pension scheme provides a tiered ill health retirement package, as follows:

- **Tier one:** the pension payable is based on accrued membership plus 100% of prospective membership between leaving and age 65 where the member has no reasonable prospect of being capable of undertaking any gainful employment before age 65.
- **Tier two:** the pension payable is based on accrued membership plus 25% of prospective membership between leaving and age 65 where the

Responsible Section/Team	People and Policy	Version/Status	Version 2
Responsible Author	HR Manager	Date Agreed / at JCC	8.03.12
Date last Amended	21.06.11	Date for review	21.06.14

member is unlikely to be capable of undertaking any gainful employment within three years of leaving, but is likely to be able to obtain gainful employment before age 65.

- **Tier three:** the pension payable is based on accrued membership if medical evidence indicates that the member is likely to be capable of undertaking any gainful employment within three years of leaving. Subject to appropriate medical certification, benefits payable under the third tier may be adjusted to the second tier.

Please note; gainful employment is defined as "paid employment for not less than 30 hours per week for a period of not less than 12 months".

- 6.2 To qualify for ill health benefits, the Council must act on the advice of an independent registered medical practitioner qualified in occupational health medicine.

7.0 Flexible Retirement

- 7.1 The Council may consent to the payment of pension benefits to a member of the LGPS who is aged at least 55 with consent of the Council providing the member either reduces their working hours or takes a reduction in grade.
- 7.2 The Council is committed to supporting flexible retirement if the retirement is supported by a business need and there is no cost to the Council.
- 7.3 To apply for flexible retirement the employee must submit a request in writing to his/her Line Manager outlining the proposal and business case. The Line Manager must meet with the employee to discuss the proposal and if in agreement make a recommendation to the Head of People and Policy. The Head of People and Policy will make a decision taking into consideration the Workforce Strategy.
- 7.4 If flexible retirement occurs before the members 65th birthday there may be an actuarial reduction applied to the employee's pension benefits. If flexible retirement occurs on the members 65th birthday or later no actuarial reductions will be applied to the benefits.
- 7.5 To receive payment of the pension benefits the member must leave the pension scheme, however they are entitled to rejoin from the date that the salary or hours are reduced and build up further pension rights. As membership is not automatic in these circumstances an election to join must be completed.

Responsible Section/Team	People and Policy	Version/Status	Version 2
Responsible Author	HR Manager	Date Agreed / at JCC	8.03.12
Date last Amended	21.06.11	Date for review	21.06.14

8.0 Members who attain the age of 65 years and are continuing in employment but do not elect for flexible retirement.

- 8.1 If a member wishes to remain in employment and does not wish to receive their pension benefits they may continue to build up membership until they leave employment. Pension benefits are paid on retirement and are increased to reflect the fact that they are paid after the age of 65 years.
- 8.2 Please note that pension benefits **must** be paid the day before the age of 75 years is reached at the latest.

9.0 Application of Policy

- 9.1 This policy should be applied consistently across the Council. However, it is accepted that when applying the policy, some discretion and flexibility may need to be applied whilst still ensuring that this is within the overall framework of the policy. This is to ensure that the policy operates effectively.
- 9.2 Where discretion and flexibility are applied in the interpretation of this policy, a written record should be made of the action taken and the reasons supporting this action

10.0 Complaints

- 10.1 Employees who feel that they have been treated unfairly or discriminated against are entitled to submit a complaint to the Head of People and Policy who will investigate the complaint.
- 10.2 Where the employee disagrees with the outcome of the investigation, they will have the opportunity to submit an appeal to a The Chief Executive (or nominated officer). The Chief Executive's decision is final.
- 10.3 This Policy is exempt from the Council's Grievance Procedure.

11.0 Monitoring

- 11.1 The Head of People and Policy is responsible for the monitoring of the effectiveness of this policy.

Responsible Section/Team	People and Policy	Version/Status	Version 2
Responsible Author	HR Manager	Date Agreed / at JCC	8.03.12
Date last Amended	21.06.11	Date for review	21.06.14

12.0 Review

- 12.1 This policy will be reviewed to meet the changing needs and demands of the Council.
- 12.2 The policy will be reviewed every three years and thereafter as necessary to reflect changes in the People and Policy policies and practices, legislation and other relevant Council decisions.
- 12.3 Any amendment to it will be advised to employees in writing by the Council's Head of People and Policy and such written advice will inform employees as to the date when any amendment comes into effect.

13.0 Law relating to this document

- 13.1 Equality Act 2010
Employment Equality (Repeal of Retirement Age Provisions) Regulations 2011(SI 2011/1069)
Employment Rights Act 1996
Sex Discrimination Act 1975

14.0 Additional information and guidance

- 14.1 For clarification on the contents of this policy, telephone the People and Policy Team on 01706 252499.
- 14.2 Further information and guidance can found through the following;

ACAS

www.acs.org.uk

Age Concern

www.ageconcern.org.uk

Responsible Section/Team	People and Policy	Version/Status	Version 2
Responsible Author	HR Manager	Date Agreed / at JCC	8.03.12
Date last Amended	21.06.11	Date for review	21.06.14

INITIAL COMMUNITY IMPACT ASSESSMENT FORM

Name of Policy, Decision, Strategy, Service or Function, Other: (please indicate)	Retirement Policy and Procedures	
Lead Officer Name(s):	Clare Law	
Job Title & Location:	HR Manager	
Department/Service Area:	People and Policy	
Telephone & E-mail Contact:	01706 252457 clarelaw@rossendalebc.gov.uk	
Date Assessment:	Commenced: 28.07.10	Completed: 3.11.11

We carry out Community Impact Assessments to analyse the effects of our decisions, policies or practices. The CIA should be undertaken/started at the beginning of the policy development process – before any decisions are made.

The main aims/objectives of this policy¹ are:

To consider the equality impact of the Retirement Policy and Procedures taking into consideration statutory legislation and Local Government Pension Scheme (LGPS) guidance.

Following the changes of the Equality Act 2010 and the removal of the Council's default retirement age for it's employees the aim of the policy is to provide a framework under which employees should wherever possible, be permitted to continue to work for as long as they wish to do so.

Before the final implementation of this policy appropriate consultation will be undertaken with the Staff Matters Forum and JCC, any impacts arising from this consultation will be reflected accordingly.

(Refer to **Guidance** for details)

Is the policy or decision under review (please tick)

New/proposed x

Modified/adapted

Existing

INTERNAL ONLY

MANAGEMENT ACTION REQUIRED (to be completed by the Head of P&P following review by Management Team)

- Outcome of CIA agreed/approved by Management Team: Yes No
- Is a full CIA required Yes No
- Referred back to Assessor for amendment :NA
- *Published/made publicly available on:* 29.6.2012

Signed:.....Liz Sandiford (Head of P&P)

Date:16.5.2012

Date of Review²:1.4.2015

¹ Policy refers to any policy, strategy, project, procedure, function, decision or delivery of service.

² This date will be set on an annual basis as default for review unless otherwise specified by you.

Responsible Section/Team	People & Policy	Version	1
Responsible Author	HR Manager	Due for review	1.01.15
Date last amended	25.10.11	Page 1 of 2	

1. Equality Impact

Using the table below please tick whether the policy/strategy/decision has a positive, negative or no impact from an Equalities perspective on any of the protected equality groups listed below. **Please also give consideration to wider equality of opportunity and community cohesion impacts within and between the groups identified.**

Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
Age	Older people (60+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Younger people (17-25), and children	<input type="checkbox"/>	<input type="checkbox"/>		X
Disability	Physical/learning/mental health	<input type="checkbox"/>	<input type="checkbox"/>		X
Gender Reassignment	Transsexual people	<input type="checkbox"/>	<input type="checkbox"/>		X
Pregnancy and Maternity		<input type="checkbox"/>	<input type="checkbox"/>		X
Race (Ethnicity or Nationality)	Asian or Asian British people	<input type="checkbox"/>	<input type="checkbox"/>		X
	Black or black British people	<input type="checkbox"/>	<input type="checkbox"/>		X
	Chinese or other ethnic people	<input type="checkbox"/>	<input type="checkbox"/>		X
	Irish people	<input type="checkbox"/>	<input type="checkbox"/>		X
	White British	<input type="checkbox"/>	<input type="checkbox"/>		X
	Chinese people	<input type="checkbox"/>	<input type="checkbox"/>		X
	Gypsies & Travellers	<input type="checkbox"/>	<input type="checkbox"/>		X
	Other minority communities not listed above (please state)	<input type="checkbox"/>	<input type="checkbox"/>		X
Belief or Religion		<input type="checkbox"/>	<input type="checkbox"/>		X
Gender	Women	<input type="checkbox"/>	<input type="checkbox"/>		X
	Men	<input type="checkbox"/>	<input type="checkbox"/>		X
Sexual Orientation	Lesbian women, gay men and bisexual people	<input type="checkbox"/>	<input type="checkbox"/>		X
Marriage and Civil Partnership (employment only)		<input type="checkbox"/>	<input type="checkbox"/>		X
Contribution to equality of opportunity		<input type="checkbox"/>	<input type="checkbox"/>		X
Contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding)		<input type="checkbox"/>	<input type="checkbox"/>		X
Human Rights http://intranet/site/scripts/documents_info.php?categoryID=86&documentID=251		<input type="checkbox"/>	<input type="checkbox"/>		X

Responsible Section/Team	People & Policy	Version	1
Responsible Author	HR Manager	Due for review	1.01.15
Date last amended	25.10.11	Page 2 of 2	

Subject:	Volunteering Policy	Status:	For publication
Report to:	Full Council	Date:	11 th July 2012
Report of:	Head of People and Policy	Portfolio Holder:	Finance & Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Community Impact Assessment:	Required: Yes	Attached: Yes	
Biodiversity Impact Assessment	Required: No	Attached: No	
Contact Officer:	Liz Sandiford	Telephone:	01706 252452
Email:	lizsandiford@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	That Full Council approves the attached Volunteering Policy, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

2. PURPOSE OF REPORT

- 2.1 To seek approval for the Volunteering Policy.
- 2.2 Delegate any future minor amendments to the policy to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **A clean and green Rossendale** – creating a better environment for all.
 - **A healthy and successful Rossendale** – supporting vibrant communities and a strong economy.
 - **Responsive and value for money local services** – responding to and meeting the different needs of customers and improving the cost effectiveness of services.

4. RISK ASSESSMENT IMPLICATIONS

- 4.1 No risks have been identified in relation to the Volunteering Policy.

5. BACKGROUND AND OPTIONS

- 5.1 The Council has been offering work experience to young people through a number of mechanisms, initially through the Jobs Fund and more recently through the Great Britain Working initiative. The work experience is supported through the provision of additional development opportunities provided by Accrington and Rossendale College.
- 5.2 In addition, people do contact the Council wanting to work with a view to obtaining further experience and develop their skills. The Council has had a number of successes and these approaches had lead a number of young people onto a pathway to employment or education or training.
- 5.3 It is important that we have a policy framework to ensure that the Council is offering equal access to the opportunity to obtain experience and that this is done in a supportive framework with a view to developing a proper pathway to employment or education for the volunteer.
- 5.4 On this basis the volunteering policy has been established which identifies a clear process for recruitment, agreement to undertake volunteering and protects the rights of the volunteer.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

- 6.1 Any costs associated with supporting volunteers must be met from ongoing revenue budgets.
- 6.2 As mentioned within the policy, the Council's current insurance arrangements cover volunteers performing authorised duties in an appropriate manner for which they have been trained. Managers supervising the volunteers should ensure that the Council's insurance arrangements are not put in jeopardy.

7. MONITORING OFFICER

- 7.1 No Legal issues arising from the report

8. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

- 8.1 Full consultation has taken place with the Trade Union in relation to the development of the policy.

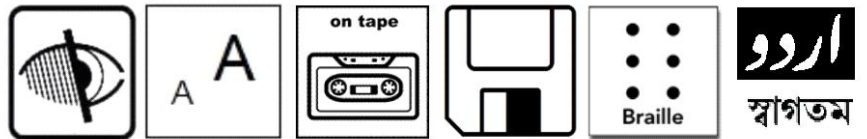
9. CONSULTATION CARRIED OUT

- 9.1 Portfolio Holder
- 9.2 Management Team
- 9.3 Joint Consultative Committee
- 9.4 Staff Forum

10. CONCLUSION

- 10.1 The implementation of the Volunteering Policy will ensure the Council has a fair and consistent approach to the recruitment of volunteers.

Volunteering Policy



Responsible Team	People and Policy	Page:	1
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

Contents

	Page Nos
1. Introduction and Scope	3
2. Definition	3
3. Principles	3/4
4. Volunteer Agreement	4
5. Recruitment	4/5
6. Disclosure of Convictions and Safeguarding Children and Vulnerable Adults	5
7. Volunteer Management	5/6
8. Training	6
9. Conduct and Complaints	6
10. Ending Involvement	7
11. References	7
12. Health & Safety	7
13. Repaying People their Expenses	8
14. Insurance	8
15. Copyright	8
16. Asylum Seekers	8
17. Community Impact Assessment and Monitoring	8
18. Data Protection Act 1998	8
19. Monitoring and Review	9

Responsible Team	People and Policy	Page:	2
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

Volunteer Policy

The following policy presents Rossendale Borough Council with a framework for effective and consistent engagement with Volunteers. However, there may be occasions when individual departments will need to exercise discretion in the application of this policy.

1. Introduction and Scope

- 1.1 Rossendale Borough Council recognises the significant and valuable role that volunteers have in creating and implementing our services. In addition, the Council recognises the valuable contribution that volunteering provides in relation to work experience for the young, long term unemployed or offenders as a therapeutic short-term measure to get people back into work.
- 1.2 Volunteering should also be a worthwhile and rewarding experience for volunteers, who are an important community resource. Volunteers' experience of working with us will shape their overall view of the Council.
- 1.3 This document defines the term 'volunteer' and sets out our principles and objectives with regard to the use of volunteers. It provides a framework of best practice and procedures, which we will follow when appointing, managing and supporting our volunteers.
- 1.4 This agreement sets out the relationship between a volunteer and the Council, it is not intended to be a legally binding agreement nor is it intended to create an employment relationship.

2. Definition

- 2.1 Volunteers are individuals or groups who offer us their time, experience, knowledge and skills without financial gain beyond reimbursement of expenses, helping us to achieve our service objectives, or with the aim of providing a benefit to the local community.
- 2.2 The role of volunteers is very different from that of Councillors, employees, consultants or students on work placements.
- 2.3 There is no contract of employment or services between the Council and its volunteers.
- 2.4 Volunteers do not have to commit to a given number of hours. If we ask volunteers to work a given number of hours this will be at their discretion we will not penalise them if they are unable to do so.

3. Principles

- 3.1 We will apply our Equal Opportunity Policy to the recruitment and management of volunteers.
- 3.2 We will take particular care in relation to children, young people and vulnerable

Responsible Team	People and Policy	Page:	3
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

adults.

- 3.3 We will provide a volunteer agreement to all volunteers.
- 3.4 In normal circumstances expenses will not be payable, where they are applicable we will make information available for volunteers to enable them to claim expenses where it has been agreed that this is allowable [See Section 13].
- 3.5 We will advise all volunteers of their rights under the Data Protection legislation and expect volunteers to respect the confidential nature of Council business.
- 3.6 We will provide appropriate public liability insurance cover for all volunteers whilst they are engaged in a volunteer activity with us.
- 3.7 We do not regard volunteers as unpaid employees and will not expect volunteers to undertake inappropriate responsibilities or be used in a situation where a paid member of staff or a person who provides services under contract to the Council should be used.
- 3.8 Volunteers will be offered access to training to enable them to undertake their duties.
- 3.11 We expect all volunteers to behave reasonably and not to bring the Council into disrepute.

4. Volunteer Agreement

- 4.1 We will record the arrangements for individual volunteer activities in a volunteer agreement. Attached at Appendix A.

5. Recruitment

- 5.1 The appointment of volunteers should all be undertaken through the People and Policy Team.
- 5.2 A representative from the People and Policy Team will undertake the induction to the organisation, including explaining relevant policies and procedures (including in relation to dealings with other people, health and safety, dress code, fraud, confidentiality and customer service standards.
- 5.3 We will accept volunteers by applying the following process:
 - (a) We will recruit volunteers through advertising or individuals expressing their interest in working for the Council on a voluntary basis. We will provide details of the tasks to be undertaken during the volunteering period, the length of the volunteering period plus who the volunteer reports to.
 - (b) All volunteers will be asked to complete and sign a Volunteer Application Form. (Appendix B).

Responsible Team	People and Policy	Page:	4
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

- (c) We will invite all prospective volunteers to meet their intended supervisor for a two-way discussion of the proposed role, its requirements and each other's expectations. This meeting is for both the supervisor and prospective volunteer to see if the volunteering opportunity is suitable.
- (d) We have the right to refuse the offer of service of any volunteer.
- (e) We may need two satisfactory references. If a volunteer will be in contact with children, young people or vulnerable adults, we may also need a satisfactory disclosure from the Criminal Records Bureau before a successful volunteer can start their duties.
- (f) Once a volunteer has been confirmed as suitable, a medical clearance will be requested before the successful volunteer can start their duties.

6. Disclosure of Convictions and Safeguarding Children and Vulnerable Adults

- 6.1 Having a criminal record will not be a bar to volunteering with Rossendale Borough Council unless the Head of People and Policy considers that a conviction means that the applicant is unsuitable. Under the requirements of the Rehabilitation of Offenders Act 1974 and any other relevant legislation there may be a need to ask all volunteers to disclose any 'unspent' convictions.
- 6.2 The Council has a legal obligation to protect children or young people under 18 and vulnerable adults. Volunteers who, in the course of their volunteering activity, are likely to come into contact with the following groups of people will be asked to disclose all convictions including any that are 'spent' and a Disclosure Application will be made to the Criminal Records Bureau:
- people aged under 18;
 - people over the age of 65;
 - people suffering from serious illness or mental disorder of any description;
 - people addicted to alcohol or drugs;
 - people who are blind, deaf or have a speech impairment;
 - other people who are substantially and permanently disabled by illness, injury or congenital disability.
- 6.3 The Council will comply with the Criminal Record Bureau Code of Practice on fair use and handling of disclosure information.
- 6.4 The Council's Child Protection Policy applies to all volunteers who work with or are likely to come into contact with Children and Young People in the course of their volunteering activity. All volunteers will be issued with a copy of the policy and receive appropriate training.

7. Volunteer Management

- 7.1 All volunteers will have a named lead officer who shall be responsible for:
- (a) Providing the volunteer with a written description of the tasks they will be

Responsible Team	People and Policy	Page:	5
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

undertaking.

- (b) Ensuring that volunteers are aware of their agreed responsibilities with regards to confidentiality and relations with the media.
- (c) Ensuring that volunteers have adequate work space, equipment and services necessary to perform their tasks effectively and safely including personal identification where appropriate.
- (d) Arranging a short, timetabled trial period during which new volunteers will receive close support and mutual feedback, including the chance for them to feed back their views.
- (e) Providing regular support.
- (f) Making sure that the role and activities are reviewed.

8. Training

- 8.1 We will provide training to make sure that volunteers can carry out their activities on behalf of the Council effectively. This training will directly relate to the activity for which they volunteer.
- 8.2 If there is any doubt as to whether the training is related to the volunteer's task, further guidance should be obtained from the People and Policy Team.

9. Conduct and Complaints

- 9.1 Volunteers will be given an opportunity to discuss any concerns that they may have about their volunteering and consult with us generally.
- 9.2 Volunteers should raise any complaints or concerns with their supervisor, their lead officer or if this is not appropriate or they are not happy with how this is dealt with, volunteers should take their complaint to the Head of People and Policy.
- 9.3 If there are concerns about the conduct or performance of a volunteer, their supervisor should investigate to find out what is happening. This should include talking with the volunteer concerned.
- 9.4 If conduct or performance is unsatisfactory, the volunteer should be informed that s/he will be offered 'special guidance' for a period. The object of the 'special guidance' will be to encourage improvement.
- 9.5 If a volunteer does not meet our standards of performance, and the steps we have taken to encourage them to improve do not work, the volunteer should be offered more suitable alternative voluntary activities or leave with one week's notice.
- 9.6 If behaviour, which in our view is, equivalent to gross misconduct has occurred the volunteer activity will be terminated immediately.
- 9.7 In the event of conduct concerns and doubt as to the procedures to follow please

Responsible Team	People and Policy	Page:	6
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

contact the People and Policy Team.

9.8 All volunteers have a fundamental right to be treated with Dignity and Respect and any volunteers who feel that they are being treated unacceptably should speak to their supervisor or the People and Policy Team.

9.9 Volunteers are exempt from the Council's policies relating to Disciplinary, Grievance, Capability, Absence Management and Redundancy on the basis they are not employees.

10. Ending Involvement

10.1 Either the Council or the volunteer can end the volunteering at any time and without any notice.

11. References

11.1 If asked, either during a volunteer's time with us or when it ends, we will supply a reference, based on a volunteer's service with the Council, indicating the skills and knowledge acquired as well as personal qualities observed.

12. Health & Safety

12.1 We have a duty to look after the safety and well being of our volunteers. We will make volunteers aware of our Health & Safety Policy and any special safety arrangements relating to their individual role during their induction and any updates as necessary.

12.2 Volunteers as well as employees must take reasonable care for the health and safety of themselves and others who may be affected by what they do, or omit to do, at work. Volunteers must also co-operate with the Council in performing any duty or complying with any requirement imposed by any relevant health and safety laws.

13. Repaying People their Expenses

13.1 In some circumstances we can reimburse expenses, individual arrangements will be explained to volunteers before they start their volunteering activity. Where expenses are to be paid a delegated item will be completed detailing the business case for volunteering.

13.2 If a volunteer wishes to claim expenses they should complete an Expenses Claim Form and attach corresponding receipts and/or travel ticket or other evidence of expenditure.

13.3 Any expenses paid will be done so through payroll via a bank account.

14. Insurance

14.1 The Council maintains insurance against risks including loss and damage to or

Responsible Team	People and Policy	Page:	7
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

destruction of its property, the injury or death of members of the public affected by its activities and its employees and volunteers undertaking authorised work for it.

14.2 The insurance does not, however, extend to unauthorised work or to authorised work carried on by people not authorised by the Council. It is therefore most important that volunteers comply with the conditions of the Council's insurance and do not do anything, which might result in the Council not being covered.

14.3 All volunteer activities carried out for us will be covered by public liability insurance as long as:

- Volunteers were acting within their authority at the time of the incident giving rise to the claim.
- The Council would have been covered for the claim had the claim been made against the Council.
- The Council has full conduct and control of any claim.

15. Copyright

15.1 All records in any medium (whether written, computer readable or otherwise) including accounts, documents, drawings and private notes about the Council and its activities and all copies and extracts of them made or acquired by the volunteer in the course of their volunteering activity shall be:

- (a) the Council's property;
- (b) used for the Council's purpose only;
- (c) returned to the Council on demand at any time; and
- (d) returned to the Council without demand if the volunteer ceases for more than one month to be actively involved with the Council's work.

15.2 Volunteers should be made aware that information produced by them in the course of their volunteering may be made available to the public under the Freedom of Information Act 2000.

16. Asylum Seekers

16.1 Since April 2000, asylum seekers (people in the process of applying for refugee status) and family members are allowed to volunteer. This includes whilst they are appealing against a decision to refuse them asylum. However, it must be borne in mind that they may not be given the right to remain here. They should not be led to believe that voluntary activity is regarded as a step towards refugee status being granted.

17. Community Impact Assessment and Monitoring

17.1 The operation of this policy will be monitored and subject to review for its impact

Responsible Team	People and Policy	Page:	8
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

on different staff groups. This will enable the Council to assess whether any differences have an adverse impact on a particular group, such that further action would be required.

18. Data Protection Act 1998

- 18.1 In implementing this policy, the Council will ensure that any personal data relating to the application of this policy will be obtained, processed and destroyed in line with the requirements of the Data Protection Act 1998.

19. Monitoring and Review

- 19.1 It will be the responsibility of the Head of People and Policy to review the operation of this Volunteer Policy and to make sure that it is always in accordance with our Equal Opportunity Policy and best practice in relation to managing volunteers.

Responsible Team	People and Policy	Page:	9
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

Volunteer Agreement

Appendix A

Name:

Address:

Telephone Number/Mobile

Emergency Contact Details:

As a volunteer you offer Rossendale Borough Council your time, experience, knowledge and skills without financial gain, helping us to achieve our service objectives, or with the aim of providing a benefit to the local community.

As a volunteer there is no contract of employment or services between the Council and you.

You are not committed to a given number of hours we would ask you to advise your supervisor the hours you are willing to work at your discretion, we will not penalise you, if they are unable to undertake those hours.

We have a duty to look after the safety and well being of our volunteers, you must ensure that at all times you comply with the Council's Health & Safety Policy, any special safety arrangements relating to your role, any risk assessments.

You must take reasonable care for the health and safety of yourself and others by what you do, or omit to do, at work. You must also co-operate with the Council in performing any duty or complying with any requirement imposed by any relevant health and safety laws.

In the course of your volunteering you will come across confidential information about the Council, its staff, its clients and possibly third parties. You must respect this confidentiality and not use the information for your own benefit or disclose the information, except where required or permitted to do so by law.

You must follow all policies covered at your induction including: no smoking, any dress code, harassment and bullying, fraud, ICT and prevention of fraud.

Option 1

Travelling expenses are not payable

Option 2

Travelling expenses are payable, these will be paid at public transport rates, via a travelling expenses form on a monthly basis and paid directly into your bank account.

The name of your supervisor is:

The name of your lead contact is (this may be your supervisor):

Responsible Team	People and Policy	Page:	10
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

If you have any issues you wish to raise you may contact the People and Policy Team.

You may be required to undertake training so you can undertake any tasks allocated to you.

Either the Council or the volunteer can end the volunteering at any time and without any notice. However, unless there is an emergency or misconduct, we will usually try to give volunteers at least 2 weeks' notice and hope that they will offer the same to us.

Name:

Date:

Responsible Team	People and Policy	Page:	11
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

Responsible Team	People and Policy	Page:	12
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

Last Name			
First Name			
Address for Correspondence			
Post Code			
Daytime telephone number			
Evening telephone number			
Email address			
Are you related to an Elected member or Senior Officer of the Council?	<p style="text-align: right;">Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If YES please state the name and relationship. You must not canvass any Member or Officer of Rossendale Borough Council although it is acceptable for them to supply a written testimonial about you.</p>		
Have you ever been convicted of a criminal offence?	<p style="text-align: right;">Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Please note that under the Rehabilitation of Offenders Act 1974 you may be entitled to answer "no" to this question even if you have been convicted of a criminal offence in the past. However, the 1975 Exemptions Order to this Act excludes certain types of employment, which involve contact with vulnerable or young people, from the protection of the Act.</p>		
References	<p>Please give the name and address of two referees. If you have them one should be an employer or school.</p>		
<p>Declaration</p> <p>I declare that to the best of my knowledge the information given in my application as a volunteer is correct and I understand that any false statements may lead to me unable to work in the capacity of a volunteer. I agree to abide by the terms of the volunteer agreement form:</p> <p>Signed.....Date.....</p>			

Responsible Team	People and Policy	Page:	13
Responsible Author	Head of People and Policy	Version:	1
Date last edited	11.1 .2012	Status:	Final

INITIAL COMMUNITY IMPACT ASSESSMENT

Name of Policy, Decision, Strategy, Service or Function, Other: (please indicate)	Volunteer Policy	
Lead Officer Name(s):	Liz Sandiford	
Job Title & Location:	Head of People and Policy	
Department/Service Area:	People and Policy	
Telephone & E-mail Contact:	01706 25 2452	
Date Assessment:	Commenced: 11.1.2012	Completed: 15.5.2012

We carry out Community Impact Assessments to analyse the effects of our decisions, policies or practices. The CIA should be undertaken/started at the beginning of the policy development process – before any decisions are made.

1. Overview

The main aims/objectives of this policy¹ are:
To establish a strategic policy framework for the recruitment and use of volunteers within Rossendale Borough Council to ensure that there is no negative impact on equality groups in terms of their recruitment and deployment.

(Refer to **CIA Guidance** for details)

Is the policy or decision under review (please tick)

New/proposed

Modified/adapted

Existing

INTERNAL ONLY

MANAGEMENT ACTION REQUIRED (to be completed by the Head of P&P following review by Management Team)

- Outcome of CIA agreed/approved by Management Team: Yes No
- Is a full CIA required Yes No
- Referred back to Assessor for amendment :NA
- Published/made publicly available on: 29.6.2012

Signed: Liz Sandiford (Head of P&P) Date:15.5.2012

Date of Review²:15.5.2015

¹ Policy refers to any policy, strategy, project, procedure, function, decision or delivery of service.

² This date will be set on an annual basis as default for review unless otherwise specified by you.

Responsible Section/Team	People and Policy	Version	1
Responsible Author	Head of P & P	Due for review	
Date last amended	11.1.2011	Page 1 of 3	

2. Equality Impact

Using the table below please indicate whether the policy/strategy/decision has a positive, negative or no impact **from an Equalities perspective** on any of the protected equality groups listed below. **Please also give consideration to wider equality of opportunity and community cohesion impacts within and between the groups identified. If you have identified any negative impact and mitigating actions are not sufficient, you will need to complete a Full Community Impact Assessment.**

Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
Age	Older people	<input type="checkbox"/>	<input type="checkbox"/>	The implementation of a policy framework will ensure that there is no impact on any specific equality group, monitoring will be implemented and reported as part of the Equality Report.	<input checked="" type="checkbox"/>
	Younger people and children	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Disability	Physical/learning/mental health	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Gender Reassignment	Transsexual people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Pregnancy and Maternity		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Race (Ethnicity or Nationality)	Asian or Asian British people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Black or black British people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Irish people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	White British	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Chinese people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Gypsies & Travellers	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Other minority communities not listed above (please state)	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Belief or Religion		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Gender	Women	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Men	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Sexual Orientation	Lesbian women, gay men and bisexual people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Marriage and Civil Partnership (employment only)		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Contribution to equality of opportunity		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding)		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Human Rights		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>

Responsible Section/Team	People and Policy	Version	1
Responsible Author	Head of P & P	Due for review	
Date last amended	11.1.2011	Page 2 of 3	

Equality	Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts <u>or</u> reasons why it will be of positive benefit or contribution)	No Impact
http://intranet/site/scripts/documents_info.php?categoryID=86&documentID=251				

Responsible Section/Team	People and Policy	Version	1
Responsible Author	Head of P & P	Due for review	
Date last amended	11.1.2011	Page 3 of 3	

Subject:	Organisational Development Plan	Status:	For publication
Report to:	Full Council	Date:	11 th July 2012
Report of:	Head of People and Policy	Portfolio Holder:	Finance & Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Community Impact Assessment:	Required: Yes	Attached: Yes	
Biodiversity Impact Assessment	Required: No	Attached: No	
Contact Officer:	Liz Sandiford	Telephone:	01706 252452
Email:	lizsandiford@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	That Full Council approves the attached Organisational Development Plan, and delegates any future minor amendments to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

2. PURPOSE OF REPORT

- 2.1 To seek approval for the Council's Organisational Development Plan.
- 2.2 Delegate the development of future organisational development plans to the Head of People and Policy in consultation with the Portfolio Holder for Finance and Resources.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **A clean and green Rossendale** – creating a better environment for all.
 - **A healthy and successful Rossendale** – supporting vibrant communities and a strong economy.
 - **Responsive and value for money local services** – responding to and meeting the different needs of customers and improving the cost effectiveness of services.

4. RISK ASSESSMENT IMPLICATIONS

- 4.1 No risks have been identified in relation to the Organisational Development Plan.

5. BACKGROUND AND OPTIONS

- 5.1 Organisational Development has been recognised as contributing to Rossendale Council's improvement journey to becoming a "Good Council" as identified by the Audit Commission.
- 5.2 The Council is an Investor in People and it's approach to organizational development was recognised in the Times Best Council to work for and the IDEA in relation to becoming the first Council in the North West to be awarded "Achieving" under the Equality Framework for Local Government.
- 5.3 Given the need to deliver greater efficiencies and maintain customer satisfaction, there is a strong need to continue to develop the skills and competencies of Members, Managers and Officers.
- 5.4 There is less resource, increased customer expectations and the balance of power between national and local government is always changing. Our employees therefore need to be skilled in working with community and voluntary groups in helping them realise their ambitions. Although the balance of power is shifting to a more local level, there is still

persistent and strong support for national standards and to deliver better services for less money, through better use of economies of scale. This approach is leading to services delivered by larger organisations, over larger geographical areas and integrated commissioning. Our employees need to have the skills and confidence to be able to challenge other public sector providers. Plus the ability to develop evidence based and commissioning approaches to the delivery of services. The complexity of governance structures is also changing, the value of the voluntary and community sector is increasingly recognised as important; decisions affecting local communities are increasingly debated by partnerships of people representing different interests, our employees therefore need to be skilled at managing complex relationships and knowledgeable in signposting and in the provision of guidance and support.

- 5.5 The Council is operating in a changing environment; these changes will have an impact on our people, the processes we operate and the services we deliver. Our organisational development plan explains our approach to change and how we will engage with our employees, creating opportunities for employees to be involved in those changes and identifying solutions to problems, so change can be properly managed and implemented.
- 5.6 The organisational development plan which is produced annually, also explains the training interventions that we will put in place over the next 12 months to ensure that our employees have the required qualifications and training to meet the challenges ahead.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

- 6.1 The total investment in relation to the development of employees is £61,020.
- 6.2 In light of the Medium Term Financial Strategy, Members will have to give due regard to reducing financial resources for future years beyond 2012/13.

7. MONITORING OFFICER

- 7.1 No Legal issues arising from the report

8. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

- 8.1 Detailed within the report

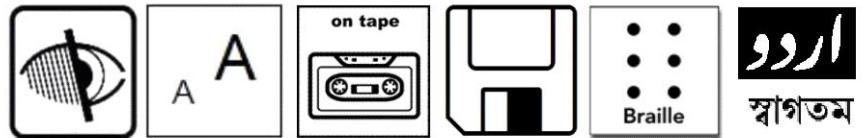
9. CONSULTATION CARRIED OUT

- 9.1 Portfolio Holder
9.2 Management Team
9.3 Joint Consultative Committee
9.4 Staff Forum

10. CONCLUSION

- 10.1 The Council has developed an organisational development plan which will support the delivery of the Council Medium term Financial Strategy and Corporate Plan.

Organisational Development Plan 2010/2012



Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 1 of 30

(i) Contents

<u>SECTION</u>	<u>CONTENT</u>	<u>PAGE</u>
1	Foreword	3
2	Introduction	5
3	Policy context of the OD Plan	6
4	The Challenge	7
5	Organisational Development	9
6	Rossendale Borough Council as a Learning Organisation	14
7	Member Development 2011/2012	15
8	Budget Allocation 2011 / 2012	15
9	Review of Organisational Development 2010 / 2011	16
10	Member Development 2010/2011	20
11	Budgetary Spend 2010 / 2011	22
12	Evaluation	23

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 2 of 30

1. Foreword



Councillor Patrick Marriott
Portfolio Holder for Finance and Resources

The objective of the Organisational Development Plan is to support the Council in the delivery of excellent, good quality and cost effective services which meet the needs of the people who live in Rossendale.

The focus is to build the capacity of the organisation by ensuring that employees have the appropriate skills and qualifications to undertake their duties as efficiently as possible.

The nature of public services is changing with increased customer expectations and a reduced level of resources, there is a need for Rossendale Borough Council to be able develop the skills of it's employees to be able work in a flexible way, over a number of multi functional areas with the ability to influence other public sector providers to deliver what matters to the people of Rossendale.

The plan is one element of the delivery mechanism in relation to the Human Resources Strategy in addition to, the Equality Policy, Council Corporate Plan and the Council's Business Plans which addresses workforce planning issues.

This Organisational Development Plan also reviews the training activities which have taken place from April 2010 / March 2011 and sets out Rossendale Borough Council's strategic approach in relation to the delivery and resourcing of formal organisational development opportunities during April 2011 / March 2012.

The Council is committed to:

- Actively encouraging and supporting our employees to gain the skills and qualifications that will support their future employability and meet the needs of the Council.
- Actively encouraging and supporting our employees to acquire basic literacy and numeracy skills and work towards at least first level 2 qualifications.
- Demonstrably raising our employees' skills and competencies to improve the Council's performance through investing in training and development.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 3 of 30

The development of this plan was undertaken with a view to including development activities which could reasonably be expected to occur within the next twelve months. The intention is that this Organisational Development Plan is a “living” document and as such it is responsive to and able to accommodate new initiatives and/or reprioritise training which may occur during the year.

The Council has embraced the challenge of using organisational development as a tool for making the entire organisation fitter for purpose.



Councillor Patrick Marriott

Portfolio Holder for Finance and Resources

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 4 of 30

2. Introduction

The purpose of the Organisational Development Plan is: -

- To review training and development initiatives of 2010/2011.
- To outline longer term objectives for learning and skill development.
- To describe the strategic goals for organisational and staff development during 2011/2012.
- To outline the training and development activities which are scheduled for the year.
- To serve as a management tool for the review of development delivery and performance.

Formulation of the Organisational Development Plan: -

The contents of this Plan reflect: -

- Rossendale Borough Council's Corporate Plan.
- Rossendale Borough Council's Human Resources Strategy.
- Service area Business Plans.
- Rossendale Borough Council Equalities Policy.
- Consultation with Senior Managers.
- Consultation with staff.
- Personal Development Plans.
- Legislation.
- Central Government policies, priorities and guidance.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 5 of 30

3. Policy context of the Organisational Development Plan

Rossendale Borough Council is a small council, with big ambitions – for the Council itself, for its’ customers, and for the borough as a whole.

Similar to other areas of the public sector it is facing significant cuts to its’ budget, plus a number of major policy changes including:

- The Localism Bill
- Changes to the National Planning Policy Framework
- Implementation of Universal Benefit Credit
- Changes to Council Tax Administration
- Changes to Land fill directive / refuse & recycling targets
- Changes in relation to Business Rates Retention

The Council has established working in partnership as a core element of its’ “capacity building approach” and works with a range of public, private and voluntary sector partners to deliver improved services to local people, this has enabled it to achieve significant cuts in its’ budget during 2010/2011. The future represents further budget reductions, a contraction in the workforce and the need for clear priorities and realignment of budgets.

The Council and its’ partners have explained the vision for the Borough in its’ Community Strategy (2005-2020), this long term strategy aims to improve the quality of life for Rossendale’s residents and the Council’s contribution to that vision is explained in its’ corporate plan which has identified the following priorities:

- A clean and green Rossendale
- A Healthy and Successful Rossendale
- Responsive value for money local services

In light of the changing landscape, regeneration of the area and promoting Rossendale’s offer as a place to visit is becoming prioritised and this may influence the development of priorities through 2012/2013.

The Council recognises that though Rossendale will have similar problems and issues as other Boroughs, it is unique and local neighbourhoods will have their own needs. In response to this challenge it has developed local Neighbourhood Plans which clearly identify priorities for the following areas:

Haslingden with Helmshore & Edenfield
Rawtenstall
Bacup
Whitworth

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 6 of 30

4. The Challenge

4.1 What is driving change in Rossendale over the next three years

Given the need to deliver greater efficiencies and maintain customer satisfaction, there is a strong need to continue to develop the skills and competencies of Members, Managers and Officers.

Less resource, increased customer expectations: We know that we must deliver more with less resource and more importantly we must meet the evolving risks to our communities, this is in the context of a reduced budget and the changing shape and nature of all public services. Our employees therefore need to be highly skilled, flexible and capable of using new technology to maximise efficiency.

Devolution of power and the changing nature of community leadership: The balance of power between national and local government in the UK is always changing, current government policy is to develop power and control to the lowest level possible. Our employees therefore need to be skilled in working with community and voluntary groups in helping them realise their ambitions.

National Minimum Standards: Although the balance of power is shifting to a more local level, there is still persistent and strong support for national standards and to deliver better services for less money, through better use of economies of scale. This approach is leading to services delivered by larger organisations, over larger geographical areas and integrated commissioning. Our employees need to have the skills and confidence to be able to challenge other public sector providers. Plus the ability to develop evidence based and commissioning approaches to the delivery of services.

Complexity of governance structures: The value of the voluntary and community sector is increasingly recognised as important; decisions affecting local communities are increasingly debated by partnerships of people representing different interests our employees therefore need to be skilled at managing complex relationships and knowledgeable in signposting and in the provision of guidance and support.

4.2 Future roles for the Council

Establish mechanisms of engagement with residents

To ensure that appropriate mechanisms are in place to engage and capture the views of a diversity of residents in relation to what matters to them across all public services.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 7 of 30

Engage with residents

To engage with residents through the Rossendale Forum, Neighbourhood Forums and other forums as appropriate and ensure that all community groups and groups of interest have an opportunity to express their views in relation to public services in Rossendale.

Influence the commissioning of services to meet the needs of Rossendale residents

To collate opinions, views and represent the voice of the people of Rossendale at relevant commissioning, partnership and public service provider meetings. To work in partnership to develop joint commissioning plans for the Borough.

Reduce duplication and increase efficiency of services

To provide a knowledge bank of existing services and asset provision to ensure that services are appropriately targeted to areas where they can have the greatest impact, avoiding duplication.

Analysis of data in relation to Rossendale

To develop an understanding of the needs of the different communities within Rossendale based on an analysis of the evidence available.

Ensure governance and management of risk

Where residents and communities become involved in the delivery of services ensure there are appropriate governance arrangements and mitigation of risks.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 8 of 30

5. Organisational Development Priorities 2011/2012

Rossendale Borough Council's is performing well and it wants to achieve more for its communities. The Council will continue to review its processes and embrace the use of new technology to build its capacity. Detailed below are some of the areas of priority for the Council during 2011/2012.

5.1 Competency Framework

Competencies for a post are considered to be the knowledge, skills and attributes that are important in affecting the performance of that job. The Council has agreed some competencies which are considered key to improving the performance of the organisation and these are translated into specific behaviors, so there can be little ambiguity in relation to what is expected.

Customers Matter – Recognising the diversity of the council's customers and the importance of developing services that meet the needs of different customers. A willingness to go the extra mile.

Listening and Communicating – Consulting and listening to customers and staff, to improve understanding and decision-making. The ability to communicate in a number of different ways.

Loyalty – Building our reputation, trust and confidence. A positive attitude and pride in the Council

Management of Performance – Remaining focused and delivering identified and measured outcomes. An understanding of the bigger picture and a willingness to go above what is expected.

Celebration of Success – Evaluating, learning and recognising what we have done well and applying lessons learned.

The competencies/values are articulated in behaviours we expect to see demonstrated within our organisation.

- Helping others - A willingness to contribute and to be a good team player in Team Rossendale.
- Being able to carry on with a constructive attitude - Set aside personal interests in the face of adversity.
- Organisational loyalty – A positive attitude, and pride in, the Council.
- An understanding of the bigger picture and a willingness to go beyond the requirements of the job.
- Individual initiative – Demonstrating performance over and above what is expected.
- Self-development – Voluntarily improving ones own knowledge and skills in such a way as to be helpful to the organisation.
- Observing organisational rules – A building of trust and lack of reliance on monitoring.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 9 of 30

All employees receive an individual performance development review where their training needs are identified and they receive feedback in relation to their progress regarding the competencies.

5.2 Identified Training Needs

(i) IT Training

A range of IT training courses will be offered to meet the needs of officers across the organisation. The IT training interventions will be tailored to meet the particular needs of the various service areas identified by the individual personal development reviews.

During 2011/2012, the Council's website will be updated which will require training for Web Champions and document editors. Further during 2011/2012 the roll out of Microsoft 2010 will require training of all employees who use this application. A longer term project is the implementation of SharePoint this will also require a planned training and development programme. A review of Customer Services and implementation of a customer management system will require staff to have the ability to use a number of systems whilst responding to customers.

(ii) Health and Safety

The Council has entered into a partnership with Burnley Council in relation to a shared Health and Safety Service. The audits which have taken place have identified a range of training needs which will be an area of focus through 2011/2012. The Following areas of Health and Safety Training needs have been identified:

- Managing Safety (IOSH)
- Health and Safety Awareness
- General Risk assessment
- Personal Safety
- Conflict Resolution
- Child Protection & Safeguarding
- Emergency First Aid at Work [EFAW] 1 Day
- First Aid 3 Day First Aid at Work
- Manual Handling
- DSE Risk Assessment
- COSHH awareness
- COSHH Risk assessment

(iii) Specialist training courses

Line managers have identified a number of areas of development which cover the following areas:

- Association of Electoral Administrators Conference
- Safeguarding Awareness
- Train the Trainer

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 10 of 30

- HR Investigations & Case Presentations
- Homelessness
- Contracts
- Access Audit
- Negotiation
- Condensation, damp and moulding
- Charging Landlords for Your Services
- Exhumation & Public Funerals Guidance
- Institute of Licensing National Training Event
- Inspecting Boarding and Breeding Kennels
- Housing Adaptation Conference
- Housing Benefit Reform - Supported Housing

(iv) Skills for Life

The Council is committed to Skills for Life and made the Skills Pledge during 2008. Skills for Life is identified as an important key to transforming the services the Council delivers in terms of re-modelling jobs and developing talent for it's future needs. At the heart of the drive to improve Skills for Life is the link between improving the skills of the workforce and delivering improvements into the community direct benefits include:

- Improved performance
- Improved quality assurance
- Improved communication in the workplace
- Improved customer relations
- Improved recruitment and retention
- Realise existing potential

(v) Driver CPC

The safe handling of vehicles and the professional training of the Council's drivers within the Operations areas is being addressed by the commissioning of CPC training (Certificate of Professional Competence). This training will be ongoing in line with future changes in legislation.

(vi) Equalities

A range of Equality related training course has been commissioned over the last five years and consequently considerable progress has been made in relation to the Equalities Agenda. It is proposed to apply a common standard in relation to Equalities training. Consequently all office based employees will undertake an online EDI Level 2 in Equality and Diversity. Employees who are non office based will attend a rolling programme of general Equality awareness.

In addition, the Community Impact Assessment process has been streamlined and therefore further training on delivering a Community Impact Assessment will be delivered.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 11 of 30

Bullying and Harassment Policy: This has been revised to incorporate Dignity at Work. Further training will be delivered to staff and a specific session in relation to respect and the use of language will be delivered to refuse collection staff.

(vii) National Vocational Qualifications

The Council remains committed to providing employees with the opportunity to undertake vocational training where that have not reached NVQ level 2 and support employees to achieve NVQ level 4. During this year 4 employees have expressed an interest in undertaking NVQ Level 3 in Business and Administration.

5.2 Employee Engagement

The Council is operating in a changing environment; these changes will have an impact on our people, the processes we operate, the services we deliver. Employee engagement is about creating opportunities for employees be involved in those changes and identifying solutions to problems, so change can be properly managed and implemented.

Engaged organisations release the talent, creativity and innovation that resides in their workforce.

(i) News for the Chief Executive

Employee Engagement and consultation are a key part to the delivery of the Council's change programme. The Chief Executive meets with the entire workforce twice a year, initially to explain the key priorities for the coming year and again half way through the year to give feedback against those priorities and to show her appreciation to staff for their personal contribution.

(ii) Joint Consultative Committee

Trade Unions are involved in any programmes of change through regular meetings with staff and management representatives and also the Joint Consultative Committee. As the National industrial relations picture becomes more challenging it is key that we continue to work in partnership with our local Trade Union representative.

(iii) Staff Forum

The Council has a staff forum whose role is to make suggestions on improvements for staff, act as charity champions and undertakes a role of consultee on any policy developments.

(iv) Personal Development Reviews

All employees have an annual personal development review to receive feedback on progress during the previous year, establish their priorities for

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 12 of 30

the coming year and establish any training and development needs. Team Briefing and Team Meetings are well established. A Daily Message, an Intranet Site and the internal news paper “Grapevine” are highly regarded. The Staff Suggestion Scheme is a further opportunity for staff to make suggestions in relation to how things could be improved.

5.3 Wellbeing Programme

There is an acknowledged commitment to ensuring that Council employees have access to learning and development interventions which enhance their quality of life especially in terms of health and wellbeing. It has been widely recognised that a healthy, fit workforce is a happier more robust workforce. With this in mind, the Council has produced a staff Health & Well Being handbook to sign post employees to interventions that can improve their knowledge of healthy eating, alcohol awareness, Diabetes, smoking cessation services, getting active, managing money, dignity at work, child protection issues and counselling services. During 2011/2012, Health MOT’s will be offered. In addition, the Council will be supporting the Health Improvement Team’s initiatives such as Breast Awareness and Alcohol Awareness.

The Council will also be implementing a 360 degree appraisal process which looks at those behaviours as identified by the HSE management competency standards which can impact on stress.

5.4 Continuous Professional Development

As part of the Council commitment to succession planning, continuous professional development opportunities will continue to be offered to employees.

5.5 Apprenticeships

The Council’s is committed to apprenticeship opportunities and the following apprenticeship will continue: one in the Public Protection Unit and eight in Environmental Services.

5.6 Supporting Young People

The Council is committed to supporting young people to gain experience in the world of work so they can permanent, long term employment. The Council will be offering 12 placements on a rolling 8 week programme through the Get Britain Working initiative and at least 4 educational placements.

5.7 Workforce Planning

The Council maintains a record of qualifications through the initial induction and then PDRs. Workforce planning issues continue to be considered as part of the Service level Business Planning process.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 13 of 30

6. Rossendale Borough Council as a Learning Organisation

Rossendale Borough Council is a learning organisation. The Council defines a learning organisation as *“one which learns and encourages learning among its staff. It will promote the exchange of information between employees hence creating a more knowledgeable workforce.”* The outcome of developing Rossendale into a learning organisation is that *“we will create a flexible organisation where employees will accept and adapt to new ideas and changes to deliver organisational improvement and improved customer satisfaction”*. We are committed to learning at all levels of the organisation. We want to become an organisation which encourages innovation, where there is a philosophy of openness and reflectivity, and questioning is encouraged to highlight and resolve potential areas and problems.

The Council accepts that empowering staff and promoting staff participation will enable staff to learn from each other. There is Member and Officer commitment to the development of the Council as a learning organisation, as illustrated by the provision of a specific budget for the development of staff and to a commitment to continuous professional development through the Investors in People Award.

6.1 Outputs delivered through the development of Rossendale into a Learning Organisation

Development of Employees to enable effective problem solving.

Employees will become encouraged to improve their personal skills and qualities, so that they can learn and develop. Individuals will be appreciated for their own skills, values and work. This encourages creativity and free thinking, hence effective problem solving.

Flexibility to enable the organisation to respond to change.

Employees will learn more skills and acquire knowledge beyond their specific job requirements. This enables them to appreciate or perform other roles and tasks. This ensures that any individual will be able to cope rapidly with a changing environment and meet the needs and expectations of customers.

Creativity to enable improvements in performance and build capacity.

Employees will have the opportunity to try out new ideas. Individual creative contributions will be recognised and new ideas will flourish. In addition, information and knowledge should flow more freely which will make for more productive teams.

Improved Social Interaction to enable more effective teams.

Learning requires social interaction and communication skills. Employees will develop in relation to these skills. Teams will work better as a result, leading to organisational improvements.

Improved customer satisfaction.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 14 of 30

Learning will lead to a reduced amount of bureaucracy, allowing greater contact with the customer and ability to respond to changing customer needs.

Methods of Learning.

There are a variety of ways in which individuals learn. The Organisational Development Plan focuses on formal and structured learning. It is recognised that the Organisational Development Plan is only one key driver in transforming Rossendale into a learning organisation.

6.2 Key drivers to transforming Rossendale into a learning organisation

- Sharing of learning across the organisation and with partners.
- Sharing of learning derived from good practice within the Council, other Councils, organisations and partners.
- Utilisation of performance management to provide feedback to staff, identify training needs.
- Availability of an Organisation Development Plan to provide development opportunities.
- Documentation of learning in relation to project management to identify successes and failures to inform future project developments.
- Use of knowledge to feed into service developments and employee strategies e.g. Complaints, Staff Satisfaction Survey.
- An understanding of levels of Customer Satisfaction.
- Recognising that people learn in different ways and offer development which meets their different learning styles.

7. Member Development 2011/2012

As in previous years ongoing training will be available for Members. Various training sessions have been planned which include Induction training for newly elected Members and Media training. In-house training will be provided from staff in various departments and will include training around Licensing, and Equalities. Ongoing training includes One to One IT training, North West Employers Seminars and Risk Management.

8. Budget Allocation 2011/2012

	Budget Allocated
Member Development	8,500

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 15 of 30

Organisational Development Activities	49,520
TOTAL	58,020

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 16 of 30

9. Review of Organisational Development 2010/2011

During 2010/2011, the need to deliver efficiencies and improve customer satisfaction were identified as key priorities for 2010/2011. Support was provided in a number of ways including: time off to attend training, financial support for travel, financial support for the course. This is always confirmed to the member of staff prior to their commencement on any development activity.

9.1 Improving Organisational Performance

9.1 (i) Capacity Building Approach

The Council has adopted a Capacity Building Approach to order to achieve its priorities. The approach reflects the fact that the Council needs to work in partnership with a wide range of partners and organisations. The Capacity approach is not just about different methods of service delivery it includes developing diversity of service provision, as well as building the understanding and involvement of local people to ensure the outcomes that matter for the borough are co-owned and co-produced.

The Capacity Building Approach is also about securing the form of service delivery which best meets the needs of the customers and the communities we serve. The current position means that the Council is working with a range of providers to provide a flexible approach. The key elements of the Capacity Building Approach are:

- Effective partnership arrangements.
- Community engagement and involvement.
- Programme management underpinned by rigorous performance management.
- Effective client and service assurance management arrangements.
- Service challenge and options appraisal.
- Effective governance and accountability.

Organisational Development is a means by which the Council develops the skills and competencies of employees to deliver the Capacity Building approach.

9.1 (iii) Developing Leadership Capacity

Management can be described as having a focus on day-to day activities. Leadership is more about anticipating the future and preparing the organisation to enable it to meet it's goals. This requires a high degree of emotional intelligence, a strong "people sense" to understand how to motivate the individuals and teams that must drive the organisation forward. To support the development of the performance culture within Rossendale, the Council

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 17 of 30

has already invested and will continue to provide management development opportunities:

- ILM Introductory Certificate in First Line Management
This programme was offered to supervisors who currently manage the Operations Team. The programme was designed to look at different ways of achieving the best from people. There were 3 half day sessions and 8 employees successfully completed the programme which was delivered by Bury College.
- Institute of Line Management Level 4 Award
The Council has worked in partnership with Bury College to support 2 employees through 2010/2011.
- MBA
The Council has continued to support 1 Manager through 2010/2011, who completed this year.

9.1 (iv) Developing the knowledge and skills of the workforce

The Council has agreed a budget for organisational development in order to develop the skills employees and build the capacity of the Council.

- Diploma in Electoral Administration
The Council has continued to support 1 employee through 2010/2011 who has now been awarded the Certificate.
- MSC Environmental Health
The Council has continued to support 1 employee through 2010/2011 who commenced the second year of study in September 2010.
- BSc (Hons) Facilities Management
The Council has continued to support 1 employee through 2010/2011
- CIMA (Chartered Institute of Management Accountants)
The Council has continued to support 1 employee through 2010/2011.
- NVQ Business & Administration
The Council supported 9 employees through 2010/2011, one in Level 4, seven in Level 3 and one in Level 2.
- EDI Disability Awareness Level 1 Accreditation
Six employees from the Public Protection Unit completed this training.
- Managing Attendance
Working in partnership with Burnley Council, one manager completed the Managing Attendance workshop run in June.
- Report & Letter Writing
Delivered by NWEO employers, this course aimed to provide participants with an opportunity to review and revise their approach to writing reports, the course was attended by two employees
- I.T Training
Investment in the use of ICT to improve efficiency remains a priority. During 2010/2011, ten employees attended Microsoft access, twenty employees attended Microsoft excel, ten employees attended Microsoft Outlook and nine attended Microsoft word. In addition ten employees from operational services obtained a ITQ city and guilds qualification in the use of ICT.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 18 of 30

- Technical Operational training
This year the Council invested in the development needs of the Parks and Opens Spaces staff. Two employees attended aerial rescue and chainsaw training, four employees attended Chain-saw operation, felling and processing small tress, eight employees attended safe use of dumpers, four employees attended loading shovel training, eight employees attended safe use of ride on self propelled mowers and eight employees attended safe trailer towing. All this technical training was commissioned through Myerscough College.
- Data Protection / Freedom of Information training
Six employees attended Freedom of Information and Data Protection training which was delivered in partnership with Burnley Borough Council.
- Money Made Clear Awareness Session
An information session was delivered by the Money Advice Service to improve officers with the knowledge to make informed decisions about their financial situations. The course covered such topics as credit cards, retirement options and investments. The session was attended by fifteen employees including four from one of our partner organisation Greenvale Homes.
- Enforcement Training
- Twelve employees attended enforcement training.
- Minute Taking
This course was commissioned through Blackburn College and looked to give delegates the skills necessary for taking Minutes at meetings one employee attended the course.
- Handling Difficult Situations
Working in partnership with Pendle Borough Council, two employees in customer focussed roles attended the one day training.
- Bullying and Harassment
Three employees attended training in tackling Bullying and Harassment which was delivered in partnership with Burnley Borough Council.
- Disability & Equality in Action
One employee attended this which was delivered in partnership with Burnley Borough Council.
- Complaint Handling
Complaint handling was attended by three employees and was commissioned through Blackburn College.
- Presentation Skills
Twelve employees received training on developing their presentation skills.
- Managing your time effectively
Four employees attended the training delivered by APSE and also in partnership with Pendle Borough Council.
- Developing writing skills in connection with the media
Twenty one employees received training on written communication skills.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 19 of 30

- Mental Health Awareness
Two employees attended this training undertaken in partnership with Burnley Borough Council.
- Driver CPC
CPC is now a legal requirement; forty three employees attended CPC training.
- Japanese Knotweed Removal
Eleven employees attended Japanese knotweed removal which was delivered at no cost by JKSL.
- Risk Management in Partnerships
Seventeen employees received training on addressing risk in partnerships delivered by our insurer Zurich Insurance.
- Telehandling Vehicle training
Three employees from the Parks department received training in telehandling vehicle training.
- Fraud and Corruption
Sixty Six employees received awareness training on fraud and corruption.
- Bite Sized Appraisals
This was delivered by the HR Manager to a group of six managers from different service areas to give an overview of the Appraisal process.
- Contract Management Training
Fourteen employees attended contract management training delivered by the Procurement Officer.
- Personnel Policies & Practice
Seven employees received training on personnel policies and practice delivered by the Head of People & Policy.
- Personal Safety & Conflict Management
This was attended by eleven employees and delivered by a Senior Environmental Health Officer.
- Project Management
Fifteen officers attended the training which was delivered by the Regeneration Projects Officer.
- Health and Safety
During 2010/2011, the following areas of Health and Safety Training were delivered:
 - Two employees attended asbestos awareness training,
 - Thirteen employees attended CDM awareness training,
 - Forty-four employees attended COSHH,
 - Fourteen employees attended fire awareness training,
 - Sixteen employees attended fire warden training,
 - Seven employees attended IOSH Managing Safely,
 - Two employees attended legionella awareness training,
 - Twenty two employees attended manual handling training,
 - Twelve employees attended personal safety and conflict management training.
 - Thirty employees attended First Aid and Emergency First Aid at Work training.
 - Three employees attended Noise Awareness training.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 20 of 30

9.1 (v) Continuing Professional Development (CPD)

In addition to management development opportunities, the Council has continued to support staff in the pursuit of Continuing Professional Development (CPD).

This included up to seventy, one off courses and seminars for employees in Environmental Health, Legal, Finance and the People Team. A number of subject areas were covered including: Homelessness, Elections, Employment, Project Management, Procurement, Sustainability, Changes in legislation, Approved Establishments, Hate Crime Awareness, Licensing training, PACE.

9.1 (vi) Apprenticeships

The Council's is committed to apprenticeship opportunities and have provided one apprenticeship in the Public Protection Unit and eight in Environmental Services.

9.1 (vii) Supporting Young People

The Council is committed to supporting young people to gain experience in the world of work so they can permanent, long term employment. The Council offered 37 placements through the Central Government Jobs Fund initiative, 24 placements through the Get Britain Working initiative and 9 educational placements.

10. Member Development

The Member Training and Development Strategy identifies the following aims and objectives:

- To ensure that all members are fully supported in their learning and development so that they have the necessary skills to deliver the Council's priorities for the benefit of Rossendale.
- To identify a framework for continuous development and improvement for Councillors.
- To provide clear guidelines and equal access to training and development opportunities.
- To ensure councillors are informed of their roles and responsibilities and supported in achieving them.
- To support councillors in fulfilling their role as community leaders.
- To support councillors in fulfilling their role in executive, regulatory and scrutiny positions.
- To inform councillors of the training and development priorities.
- To explain the purpose of Personal Development Plans and how they are used in developing the Annual Training Schedule.
- To identify the roles of councillors, officers and the Member Development Working Group.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 21 of 30

- To identify how best practice and best value will be achieved.
- To define how the strategy will be reviewed and evaluated.
- To inform councillors of the different types of delivery, training and the resources available to them.

In addition the following areas of development were identified:

Ward Member Skills: community engagement/community leadership/ mediation and negotiation.

Regulating and Monitoring Skills: legal and procedural knowledge/ chairing skills and protocols for meetings / monitoring progress/ member officer protocols.

Scrutiny and Challenge: overview and scrutiny skills including questioning and interview techniques.

Communication Skills: public speaking/ media skills/ newsletters and leaflets/ IT skills/ providing feedback and keeping in touch with constituents.

Partnership Working: networks and community partnerships/ equality and diversity.

Political Understanding: promoting democracy/working across political boundaries/ community cohesion.

During 2010/2011, Councillors attended various training courses which included the following:

- Pre Candidate Session- to give an overview on the role of a Councillor.
- Induction - to provide information on how the Council works and who to contact.
- Information sharing session – the role of Member Services including: Committee Protocols, the Constitution, the role as a Councillor, Informal networking with Exec Team and form signing, Intro to Development Control,

The following mandatory training took place:

- The role of Overview and Scrutiny
- Financial Management including workshop in preparation for the budget
- Audit and Accounts including Risk Management
- Licencing
- Standards, Governance and Ethics
- Dual Role of Members and Declaring Interests
- Chairing meetings
- Affordable Housing/Community Infrastructure Levy.
- The Efficiency Agenda,
- Equalities

In addition to the above some Councillors also attended individual training sessions which were free of charge or being run as joint training including: Small scale renewable energy/ Action learning/ How Parliament Works/ Renewable Energy – Windfarms/ Procurement Training/ Equality Awards NWE/ Climate Change/ The Big Society “Third Sector Lancashire”/ Bringing

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 22 of 30

Money to your Ward/ Leadership in Planning for Climate Change and a low Carbon Future.

11. Budgetary Spend 2010/2011

The budget allocation for 2010/2011 was corporately managed within the People and Policy by the Head of People and Policy Human Resources. It was allocated to departments and the overall budget available was £ 63,720. £63,361.00 was spent in total.

The table below details the budget allocated and the total spend agreed:

EXPENDITURE BY SECTOR

	Budget Allocated £72,220
Member Development	8,500
Other training	63,361
TOTAL	£71,861

The budget for 2010/2011 was well-managed and funds were shared well across all development areas and Sectors of the Council. The total spend was well within the budget set.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 23 of 30

12. Evaluation

Rossendale Council is committed to the continuous development of all employees and valuing the diversity of it's workforce. To reflect the Council's values of fairness and equality it monitors the following performance indicators in relation to organisational development activity:

- The delegate profile compared to the workforce profile per the five Equality Strands
- The number of employees who are qualified to at least NVQ Level 2
- The number of employees who are qualified to at least NVQ Level 4
- The number of training days per employee

This information is reported to the Overview and Scrutiny Committee.

It is recognised that evaluation is critical in ensuring that development opportunities have a positive effective impact on staff performance. The emphasis on best value in public sector services also means that evaluation is a priority and is vital in measuring whether the investment has been worthwhile. As a result of effectively evaluating, we will be able to explain and quantify, not only how learning and development of the workforce has improved performance but also articulate the impact on future strategies. In order to do this we have adopted the Kirkpatrick Model of Evaluation which looks at the three stages of training evaluation (Level 1- reaction to learning on the day, Level 2 - skills, knowledge and attitude post training, Level 3 – lasting behavioural changes).

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 24 of 30

Performance Indicators - Comparators

Training Interventions 2010/2011	Training Delegate Profile	Workforce Profile
Gender		
Male	57%	58%
Female	43%	42%
Disability		
Registered Disabled	3%	4%
Not declared	3.7%	96%
Ethnicity * *		
Asian / British Any Other Background	1.07%	0.45%
Bangladeshi		
Pakistani		1.37%
White	95.26%	92.66%
White / Any Other Background	1.07%	1.37%
Not Declared	2.6%	4.12%
Qualifications		
The number of employees who are qualified to at least NVQ level 2		9.63%
The number of employees who are qualified to at least NVQ level 4		60.5%
Number of Employees with a Personal Development Plan		229
Number of Training Days per Employee		2.8

** The Monitoring form has been revised since this data has been collected and there are now new ethnicity categories that will be reflected in next year's Plan.

The monitoring data indicates the following profiles from the recorded 606 instances of training for the period 2010/2011 compared to the workforce profile:

(*The Workforce Profile figures used for comparison are those collated for BVPI statistics and do not include temporary posts under 12 months in duration. This explains the slight differential between the training delegate profiles when compared to the workforce profiles). The figures are used to give an indicative picture of accessibility to training.

Broadly speaking, there is very little variance between the two sets of data indicating that training interventions are accessed relatively equally by individuals who reflect the general workforce profile.

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 25 of 30

Course:

Name: Date:

Please complete this evaluation form to help assess the value of the course you have just attended. Your comments will remain confidential and will be used to improve training provision.

Please tick as appropriate	1 Poor	2 Satisfactory	3 Good	4 Excellent	Additional Comments
Achievement of Training session objectives					
Course Content – • Relevance					
• Structure					
• Length of Session					
Usefulness of the session and Documents provided					
Training Methods used (handouts, balance of discussion, practical exercises, lectures etc)					

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 26 of 30

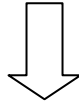
Were there any topics which you expected to be covered which were not mentioned? (If Yes please state)	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Was too much time spent on any one topic? (If Yes please state)	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Was too little time spent on any one topic? (If Yes please state)	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Did the session meet your needs? If no please state reason(s)	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Any further comments or suggestions			

Thank you

Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 27 of 30

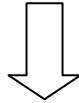
The Consultation arrangements in relation to the delivery of projects

Brief the Programme Board - Reason for the change including the communication plan.

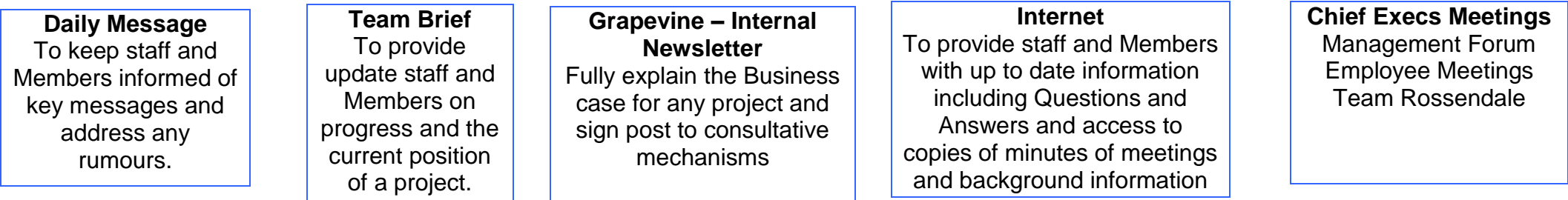
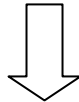


Brief the Management Forum – Reason for the change and request feedback.

Brief the Trade Unions – Through the Joint Consultative Committee explain reason for the change and request feedback.
Brief the Employees – Through Team Rossendale Event or Team Meeting explain reasons for the change and request feedback.

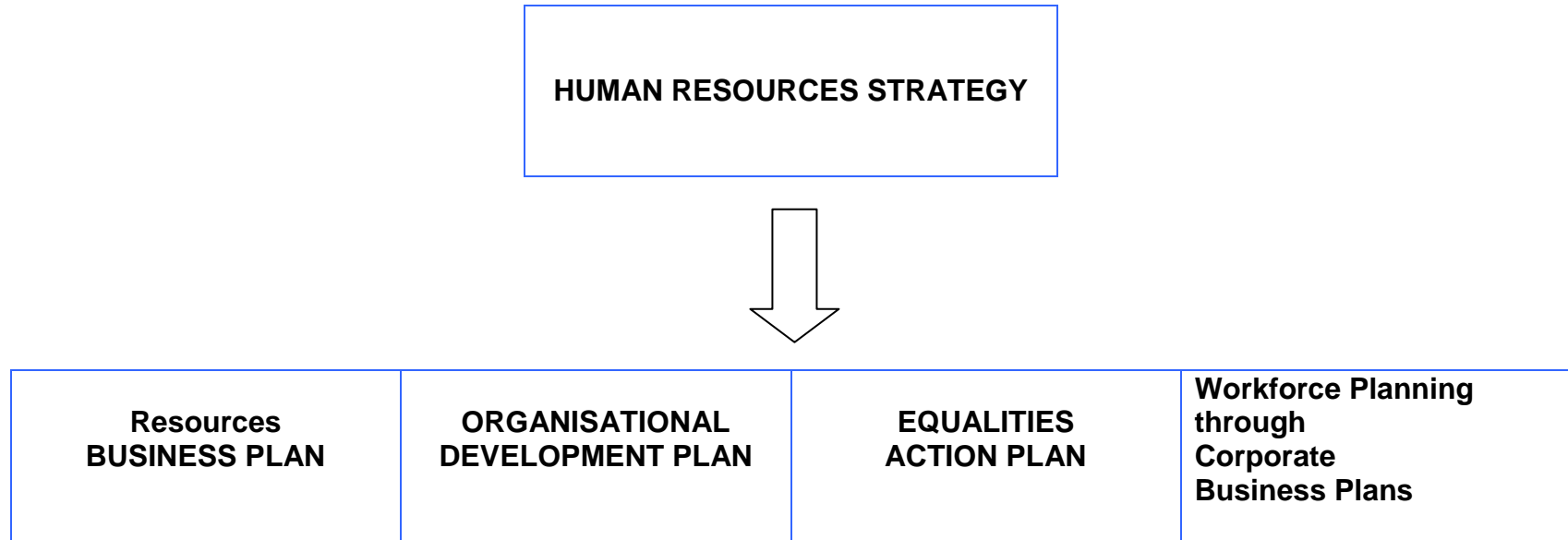


Trade Union and Employee Steering Groups
 Collation of Questions and Answers
 Identification of barriers and solutions
 Audit successfulness of communication strategies



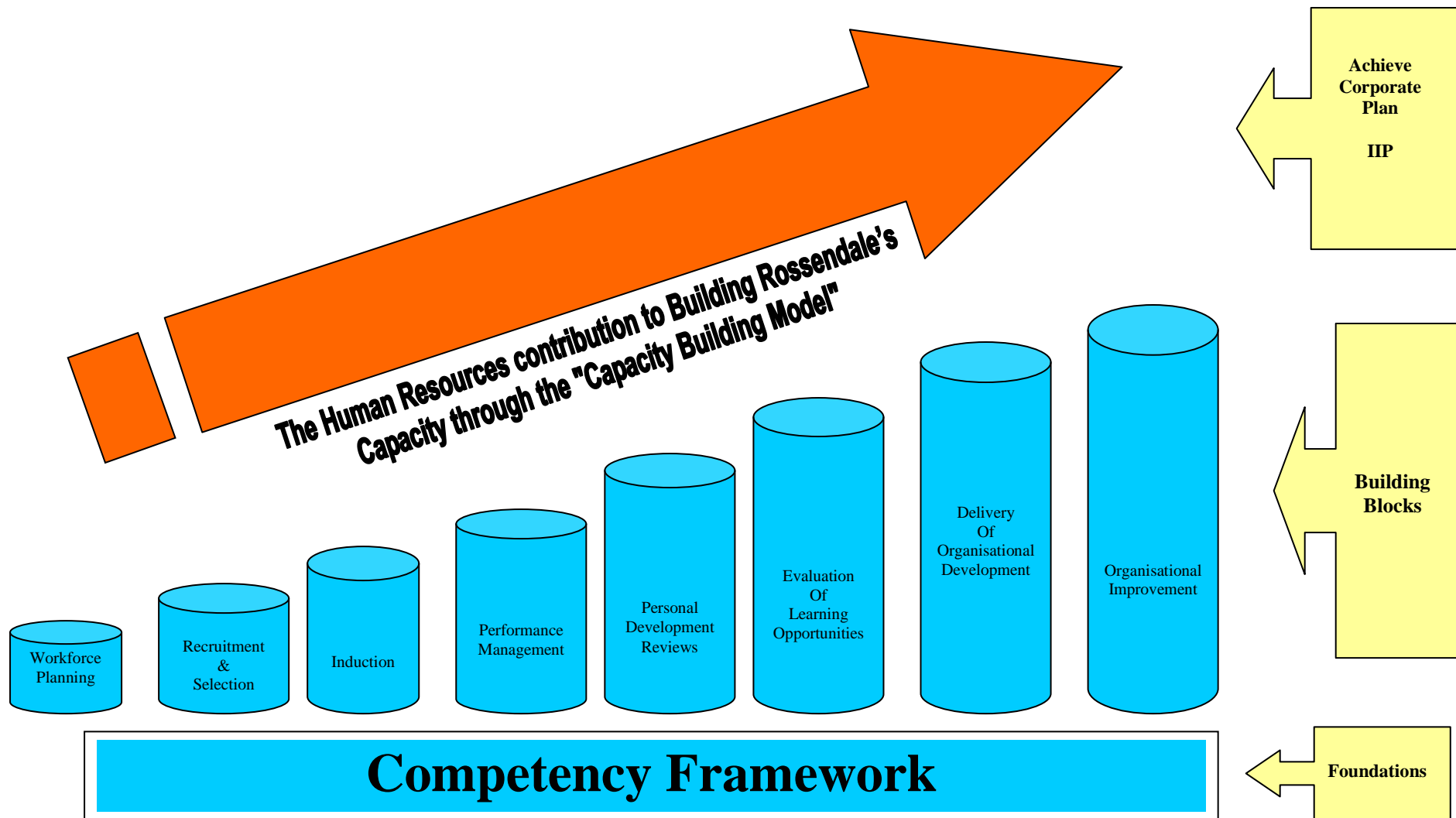
Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 28 of 30

The Delivery Plans to deliver the Human Resources Strategy



Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 29 of 30

The Building Blocks to deliver Organisational Improvement



Responsible Team	People and Policy	Version / Status	Final
Responsible Author	Head of People and Policy	Date for Review	2012
Date last amended	15.5.2012	Page	Page 30 of 30

INITIAL COMMUNITY IMPACT ASSESSMENT

Name of Policy, Decision, Strategy, Service or Function, Other: (please indicate)	Organisational Development Plan	
Lead Officer Name(s):	Liz Sandiford	
Job Title & Location:	Head of People and Policy Stubblelee Hall.	
Department/Service Area:	People and Policy	
Telephone & E-mail Contact:	01706 252452 lizsandiford@rossendalebc.gov.uk	
Date Assessment:	Commenced: 5.12.2011	Completed: 15.5.2012

We carry out Community Impact Assessments to analyse the effects of our decisions, policies or practices.

1. Overview

The main aims/objectives of this policy¹ are:

This Organisational Development Plan also reviews the training activities which have taken place from April 2010 / March 2011 and sets out Rossendale Borough Council's strategic approach in relation to the delivery and resourcing of formal organisational development opportunities during April 2011 / March 2012.

(Refer to **CIA Guidance** for details)

Is the policy or decision under review (please tick)

New/proposed

Modified/adapted

Existing

INTERNAL ONLY

MANAGEMENT ACTION REQUIRED (to be completed by the Head of P&P following review by Management Team)

- Outcome of CIA agreed/approved by Management Team: Yes No
- Is a full CIA required Yes No
- Referred back to Assessor for amendment :NA
- Published/made publicly available on: July 2012 (date)

Signed:...Liz Sandiford (Head of P&P) Date:15.5.2012

Date of Review²:1.1.2013

¹ Policy refers to any policy, strategy, project, procedure, function, decision or delivery of service.

² This date will be set on an annual basis as default for review unless otherwise specified by you.

Responsible Section/Team	People and Policy	Version	1
Responsible Author	Head of P &P	Due for review	2012
Date last amended	5.12.2011	Page 1 of 3	

2. Equality Impact

Using the table below please indicate whether the policy/strategy/decision has a positive, negative or no impact **from an Equalities perspective** on any of the protected equality groups listed below. **Please also give consideration to wider equality of opportunity and community cohesion impacts within and between the groups identified. If you have identified any negative impact and mitigating actions are not sufficient, you will need to complete a Full Community Impact Assessment.**

Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
Age	Older people	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Training venues meet the needs of staff. • Where meals are provided dietary considerations are explored. • Equality Monitoring is undertaken in relation to access to training and development; this is reported to O and S. • Training needs includes training on Equalities, Harassment and Bullying, Human Rights as required. 	<input checked="" type="checkbox"/>
	Younger people and children	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Disability	Physical/learning/mental health	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Gender Reassignment	Transsexual people	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Pregnancy and Maternity		<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Race (Ethnicity or Nationality)	Asian or Asian British people	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
	Black or black British people	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
	Irish people	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
	White British	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
	Chinese people	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
	Gypsies & Travellers	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
	Other minority communities not listed above (please state)	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Belief or Religion		<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Gender	Women	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
	Men	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Sexual Orientation	Lesbian women, gay men and bisexual people	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Marriage and Civil Partnership (employment only)		<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Contribution to equality of opportunity		<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>

Responsible Section/Team	People and Policy	Version	1
Responsible Author	Head of P &P	Due for review	2012
Date last amended	5.12.2011	Page 2 of 3	

Equality	Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts <u>or</u> reasons why it will be of positive benefit or contribution)	No Impact
Contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding)	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>
Human Rights http://intranet/site/scripts/documents_info.php?categoryID=86&documentID=251	<input type="checkbox"/>	<input type="checkbox"/>	As above	<input checked="" type="checkbox"/>

Responsible Section/Team	People and Policy	Version	1
Responsible Author	Head of P &P	Due for review	2012
Date last amended	5.12.2011	Page 3 of 3	

Subject:	Equality Policy and Equality Objectives	Status:	For publication
Report to:	Full Council	Date:	11 th July 2012
Report of:	Head of People & Policy	Portfolio Holder:	Finance & Resources
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Community Impact Assessment:	Required:	Yes/No	Attached: Yes/No
Biodiversity Impact Assessment	Required:	Yes/No	Attached: Yes/No
Contact Officer:	Liz Sandiford	Telephone:	01706 252452
Email:	lizsandiford@rossendalebc.gov.uk		

1.	RECOMMENDATION(S)
1.1	That Full Council agree the Equality Policy in line with new legislation.
1.2	That Full Council agree the Equality Objectives.
1.3	All future minor amendments to the policy be delegated to the Head of People and Policy in consultation with the Portfolio Holder.

2. PURPOSE OF REPORT

- 2.1 This report advises Full Council that:
- 2.2 The Council's Equality Policy has been refreshed and existing equality documents have been streamlined in line with new legislative requirements.
- 2.3 To Council's Equality Objectives have been developed in line with legislative requirements and following consultation with key stakeholders, Equality Groups and residents.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- A healthy and successful Rossendale** – supporting vibrant communities and a strong economy.
 - **Responsive and value for money local services** – responding to and meeting the different needs of customers and improving the cost effectiveness of services.

4. RISK ASSESSMENT IMPLICATIONS

- 4.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:
- Legal, financial and reputational risks for the Council if we are not legally compliant.
 - Possible judicial challenge/review.
 - Possible challenge from the Equality and Human Rights Commission.

5. BACKGROUND AND OPTIONS

- 5.1 **Equality Policy Refresh:** The new Equality Policy now reflects the latest legislative requirements, duties and best practice.

5.2 Equality legislation and guidance has changed and Local Authorities are no longer required to produce Equality Schemes or to have a separate Disability Policy.

The authority had several equality documents:

- Equal Opportunities Policy
- Equality Strategy
- Equalities Scheme
- Disability Policy
- Various guidance and information for managers.

Just as the Equality Act 2010 consolidates existing equality legislation, the current separate documents have been replaced by one single Equality Policy. This will remove potential duplication and possible confusion whilst create a more accessible single document for both the public and Council representatives to use. Internally this will be supported by a Manager's Guidance Appendices on specific equality related areas.

5.3 **Equality Objectives:** The 'specific duties' of the Equality Act 2010 require the Council to publish equality objectives at least every four years. Further, to consultation on three proposed equality objectives, the majority of respondents 'strongly agreed' or 'agreed' with the proposed equality objectives.

5.4 **1. Ensure community engagement and consultation is effective**

Our Council has made considerable progress with the establishment of our Neighbourhood Forums and our robust Community Impact Assessment process which is used to support and inform our decision making process. However, we recognise that there is a need to improve our understanding of hard to reach communities, and their perceptions of ourselves, partners and our services.

This will be achieved through effective and meaningful consultation and engagement activities. The aim is to foster strong relations allowing customers the opportunity to influence services by developing a clear vision in relation to community engagement. A toolkit will be implemented which will ensure:

- That consultation and engagement is targeted with our hard to reach groups where appropriate.
- The findings are shared across partners to ensure a multi-agency response in developing outcomes.
- The findings are considered as part of the decision making process.

2. Embed equalities throughout the Council

Equality and inclusion will be considered at all levels within the Council to ensure that there is a clear and concise link between strategic thinking and service delivery. We aim to ensure that we understand and address the needs of all our communities in all Council functions, we will:

- Ensure that Councillors are trained effectively in relation to Equality and Diversity so they can carry out their leadership role.
- Ensure the findings from our Community Impact Assessment process are fully considered,

ensuring that equality and inclusion implications are given due regard in the development of any policies or decisions.

3. Improve data and analysis in relation to equality and customer information

We collect data in relation to our customers and communities ensuring that our services are meeting the needs of all our communities, we will refresh our equality monitoring policy to:

- Ensure a proportionate and well balanced approach to the collection of information in relation to our customers.
- Develop a robust Council wide set of relevant data to inform our decision making.

Progress on the objectives will be reported via the Council's Annual Equality Report.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

6.1 Any financial implications will be met from existing revenue budgets.

7. MONITORING OFFICER

7.1 No additional comments.

8. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

8.1 Included within the detail of the report.

9. CONSULTATION CARRIED OUT

9.1 General public consultation; public sector partners; specific targeted consultation with equality groups; Portfolio Holder, Cabinet.

10. CONCLUSION

10.1 The refreshed Equality Policy is in line with current legislative requirements and best practice. The Equality Objectives outlined in the report have been supported following public consultation. Equality related progress and achievements will be reported via the Council's Annual Equality Report.

No background papers.

Equality Policy

Equal People, Different Needs

2012 - 2015

Other formats available on request. Please contact 01706 217777 or visit our One Stop Shop at Lord St, Rawtenstall.

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INVESTOR IN PEOPLE



Contents

Foreword.....	3
1. Introduction.....	3
2. What does Equality mean in Rossendale?	4
3. Statutory Requirements.....	5
4. Our Responsibilities	7
5. Meeting Our Duties	8
6. Equality Planning & Equality Objectives	10
7. Engagement & Consultation.....	12
8. Community Impact Assessments	12
9. Access to / Provision of Information	13
10. Working with Trade Unions.....	13
11. Complaints, Dignity at Work and Discrimination	14
12. Training & Organisational Development.....	16
13. Review	16
14. Further Information.....	17

Responsible Section/Team	People & Policy	Version/Status	1.2 Final
Responsible Author	Head of People & Policy; Principal Policy Officer	Date Agreed / At	MT May 2012 Council TBC
Date last Amended	18.05.12	Due for Review	2015

Foreword

As a diverse community, we value and celebrate the richness of the cultures, backgrounds and traditions we share new and long standing alike. This Equality Policy sets out Rossendale Borough Council's commitment to ensure equality of access and opportunities for everyone in Rossendale.

As a large employer, provider and commissioner of services, it is important we have an Equality Policy to ensure we deliver high-quality services which everyone can use and that we employ a workforce which reflects the community we serve and has understanding of their needs.

This is a living document and will be updated as required, informed by future recommended guidance, legislative revisions or best practice.

1. Introduction

Scope

This policy provides a framework and the overarching principles for the development and promotion of equality and diversity within service delivery and employment. The policy seeks to ensure the Council's compliance with relevant legislation as well as seeking to achieve positive outcomes for our communities and our workforce.

We will ensure that our policies and procedures are compliant with current legislation, statutory duties and codes of practice; and we will seek to comply with Codes of Practice and guidance published by the Equality and Human Rights Commission and any other national equality bodies or government departments.

This policy applies to all those who come into contact with, and work for the Council including (protected equality groups):

- Residents within the Borough
- Customers accessing services
- Employees
- Potential customers and job applicants
- Contractors, stakeholders and partners
- Elected members / councillors

Protected Characteristics (or protected groups)

The Council aims to ensure that no one receives less favourable treatment for reasons relating to all recognised [protected characteristics](#) covered by the Equality Act 2010:

- **Age**
- **Disability**
- **Gender reassignment**
- **Marriage and civil partnership (but only in respect of eliminating unlawful discrimination)**
- **Pregnancy and maternity**
- **Race – this includes ethnic or national origins, colour or nationality**
- **Religion or belief – this includes lack of belief**
- **Sex (Gender)**
- **Sexual orientation**

2. What does Equality mean in Rossendale?

Equality

Equality within Rossendale means that we recognise that people are equal, but can, and often will have different needs.

As well as making sure that we meet our statutory duties set out in the Equality Act, we will ensure that we take consideration of the particular needs of different customers and residents, and, as and where possible will seek to ensure reasonable adjustments are put in place.

Equality is not about treating everyone the same. It is about fairness and respect; giving people an equal and fair chance of opportunities, access to services and to fulfill their potential.

Equality comes about as a result of positive attitudes towards diversity and the needs of individuals, rather than from treating everyone the same. It also comes from having strong communities that get on well together with understanding and respect for each other, communities that value what all other people can contribute.

There are many myths and assumptions that exist about equality and diversity. The Council is clear that it takes an appropriate and proportionate approach to equality. Further, we are clear that our approach to equality is not about political correctness or

about giving people unfair advantages, but about fairness and respect for individuals and groups.

Diversity

Diversity is about recognising, valuing and taking account of people's different backgrounds, knowledge, skills and experiences. In the context of this policy it also means encouraging and using those differences to create a productive workforce and provide effective services that meet people's needs.

Diversity fosters an environment that recognises the contribution every individual makes or can make.

3. Statutory Requirements

The Equality Act 2010

The Equality Act 2010 states that everyone has the right to be treated fairly and equally. The Act has two main purposes. It brings together and simplifies all of the existing discrimination law, and strengthens the law to further support progress on equality.

Public Sector Equality Duty (PSED)

In the exercise of its functions (including any functions carried out by an external supplier/organisation), the Council must have due regard to the need to:

- **Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.**
- **Advance equality of opportunity between people who share a protected characteristic and those who do not.**
- **Foster good relations between people who share a protected characteristic and those who do not.**

These are often called the three main aims of the 'general duty' and are detailed in the [Equality Act 2010 Section 149](#).

Specific Duties

The Equality Duty is supported by two **specific duties** which require public bodies to:

- **Publish equality information** at least annually.
- **Set and publish equality objectives** at least every four years.

While formal 'equality impact assessments' are not a legal requirement; the Council has embedded a Community Impact Assessment process within its policy development and decision making processes. This will continue and enables the Council to ensure that equality is considered transparently as part of its decision making process.

We will also give due regard to the impact of our policies and decisions on:

- people with caring responsibilities¹
- human rights
- contribution to equality of opportunity and promoting a positive impact
- contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding).

Equality Framework for Local Government (EFLG)

The Equality Framework for Local Government is a key performance improvement and benchmarking tool. The Framework has three levels:

- Level 1: Developing - Understanding the importance of Equality
- Level 2: Achieving - Developing better outcomes
- Level 3: Excellent - Making a difference

There are five areas of performance which are assessed as part of the framework:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce.

As part of the Council's ongoing commitment to meeting the needs of our different customers and delivering quality services we have been designated as '**an achieving authority**' under the Equality Framework for Local Government through an independent assessment.

This means that we are seen by the community and partners as making a real difference and providing positive outcomes for local people. This is based on our understanding and knowledge of our communities by working with them and engaging – which has helped the council to provide responsive services that meet the needs of all of our communities.

¹ Caring responsibilities are where an adult or child relies upon you for care and attention, and that you assist with their daily routine. The Council is committed to achieving equality for people with caring responsibilities in service provision and employment.

The Human Rights Act 1998 (HRA)

Human rights are the basic rights and freedoms that belong to every person in the world, regardless of their nationality and citizenship. They are fundamentally important in maintaining a fair and civilised society.

Human Rights are based on five principles known as FRED A:

Fairness
Respect
Equality
Dignity
Autonomy

The Act sets out the fundamental rights and freedoms that individuals in the UK have access to, these rights are called '**the convention rights**'. For further information see here: <http://www.equalityhumanrights.com/human-rights/what-are-human-rights/the-human-rights-act/>

All public bodies and other bodies carrying out public functions have to comply with Human Rights. Public authorities must understand human rights and take them into account in their decision making. This is the case whether delivering a service directly to the public or developing policies or procedures.

The Council specifically supports the principles in Article 14 which provides that the rights and freedoms detailed in the Human Rights Act shall be secured without discrimination on any grounds. In this context the Council will ensure that it's policies, practices and procedures are justified and relevant, equally applied and proportionate to the individual's rights and the interests of all employees, residents and the Council as a whole.

4. Our Responsibilities

Elected Members / Councillors are responsible for ensuring that equality is incorporated into all aspects of the Council's business. Elected Members/Councillors will consider equality throughout the policy/decision making process informed by Community Impact Assessments. These are published with the relevant [committee/council reports](#) and are therefore subject to public scrutiny also.

The [Council's Constitution](#) sets out Member/Councillor responsibilities and codes of practice, specifically, the seven principles of public life are:

- Selflessness
- Integrity
- Objectivity
- Accountability

- Openness
- Honesty
- Leadership

The Council also has an Equality Champion, who is an elected member/ councillor and acts as the advocate and political interface for the Policy.

Progress in relation to Equality will be monitored by the Overview and Scrutiny Committees Policy and Performance.

Heads of Service (Management Team) are responsible for scrutinising and approving Community Impact Assessments, through which the impact on equality are considered and to advise Members/Councillors accordingly.

Managers - All employees with management duties are responsible for ensuring the implementation of this Policy. All managers are expected to take positive measures to address inequality, tackle discrimination and promote fairness and respect.

All Employees - All employees play an integral role in promoting equality and have a responsibility to ensure they work within the principles of this Policy. Where they believe unfair discrimination has taken place they should report it to their manager or the People and Policy Team.

All Elected Members/Councillors and new staff are advised of their personal obligations as part of the Council's induction process. Individual progress is monitored through the Council's regular Employee Performance and Development Reviews.

Employees and Elected Members can be held personally liable as well as, or instead of, Rossendale Borough Council for any act of unlawful discrimination. Employees who commit serious acts of harassment or discrimination may be guilty of a criminal offence.

Acts of discrimination, harassment, bullying or victimisation against employees or customers are disciplinary offences and will be dealt with under Rossendale Borough Council's disciplinary procedure. Discrimination, harassment, bullying or victimisation may constitute gross misconduct and could lead to dismissal without notice.

5. Meeting Our Duties

Rossendale Council will ensure it meets its Equality duties in the following key ways:

Equality in the way we deliver services

Everyone has the right to expect good quality services, which are appropriate and relevant to their needs. Therefore we need to take account of the diversity of our population by meeting their needs and developing strategies and policies that are fair and inclusive.

The Council will:

- Seek to establish good quality, usable information about its diverse citizens and their needs, to plan appropriate services and remove barriers when possible.
- Consider the appropriate and proportionate means of gathering the information we need to make informed decisions.
- Analyse any customer data collected and identify where there are barriers to equality and why these occur in order to mitigate against it.
- Actively engage our diverse community appropriately in decision making processes to improve the services we provide.
- Ensure robust Community Impact Assessments are undertaken on all Council policies and policy decisions, taking into account potential impacts on our customers or communities, and where possible to eliminate or reduce this.
- Ensure that all suppliers/contractors working on behalf of the council follow the Council's Equality Policy principles.
- Actively promote services and when necessary, target particular individuals and groups.
- Ensure that our employees treat all customers fairly, with dignity and respect at all times.
- Actively challenge and combat prejudice in any form and racist and/or discriminatory myths, and take action when discriminatory practices/behaviour takes place.
- Promote the equality monitoring guidelines and use of customer data in an appropriate manner to identify service improvement.²

Equality in our employment practices

The Council will ensure that its employment policies and procedures follow the requirements of legislation and that best practice is applied to prevent any discrimination and promote equality of opportunity in recruitment, selection, pay, promotion, training and development, grievance and exit from employment. Monitoring is established in these areas and this information is reported to Overview and Scrutiny Committee as part of the Annual Equality Report.

The Council will:

² We will use equality monitoring in a meaningful way, as and where appropriate to do so. Equality monitoring is where information is gathered in relation to the equality characteristics and needs of service users or employees, in order to identify areas for improvement and ensure equality of access to both service provision and employment opportunities.

- Strive to ensure that its workforce reflects the diversity of the communities it serves.
- Ensure that its employment, policies, procedures and practices are applied fairly and consistently.
- Ensure that all employees/Councillors treat one another with dignity and respect at all times.
- Take appropriate and immediate action to challenge and address any inappropriate or unacceptable use of language, behaviour or discrimination.
- Ensure that all managers include discussion about treating people fairly and considering individual needs, in each employee's Employee Performance and Development Review process and at team meetings.

Equality in partnerships and contracts

The Council will ensure that any partnership it is involved in operates in line with the Council's equality principles.

The Council is also committed to ensuring that the way it procures its goods and services drives forward equality and will work within equality codes of practice as appropriate.

The Council has a [Procurement Strategy](#) which articulates how the Council will procure goods and services taking equality considerations into account. The Council is signed up to the North West Improvement & Efficiency Partnership which includes implementing their standard contracting documentation which includes compliance with legislative requirements. The standard ensures that equality and diversity is respected by our contractual partners, both to uphold our high standards in service delivery and as a tool to promote equality within the community consistent with the Council's Equal Opportunities commitments.

6. Equality Planning & Equality Objectives

As far as possible, equality consideration is integrated into annual service business planning, which is reported quarterly via the Council's Performance Management Report. Equality related actions and performance indicators will also be reported annually as part of the Council's Annual Equality Report.

The Council's equality objectives were published on 5th April 2012 and progress will be reported as part of the Annual Equality Report.

Equality and fairness underpins the work of the Council at all levels as we strive to achieve fairness in all our services and as an employer.

The Council's Equality Objectives³ are to:

1. Ensure community engagement and consultation is effective

Our Council has made considerable progress with the establishment of our Neighbourhood Forums and our robust Community Impact Assessment process which is used to support and inform our decision making process. However, we recognise that there is a need to improve our understanding of hard to reach communities, and their perceptions of ourselves, partners and our services.

This will be achieved through effective and meaningful consultation and engagement activities. The aim is to foster strong relations allowing customers the opportunity to influence services by developing a clear vision in relation to community engagement. A toolkit will be implemented which will ensure:

- That consultation and engagement is targeted with our hard to reach groups where appropriate.
- The findings are shared across partners to ensure a multi-agency response in developing outcomes.
- The findings are considered as part of the decision making process.

2. Embed equalities throughout the Council

Equality and inclusion will be considered at all levels within the Council to ensure that there is a clear and concise link between strategic thinking and service delivery. We aim to ensure that we understand and address the needs of all our communities in all Council functions, we will:

- Ensure that Councillors are trained effectively in relation to Equality and Diversity so they can carry out their leadership role.
- Ensure the findings from our Community Impact Assessment process are fully considered, ensuring that equality and inclusion implications are given due regard in the development of any policies or decisions.

3. Improve data and analysis in relation to equality and customer information

We collect data in relation to our customers and communities ensuring that our services are meeting the needs of all our communities, we will refresh our equality monitoring policy to:

³ Subject to final approval / adopted at Full Council in July following local election on 3rd May 2012.

- Ensure a proportionate and well balanced approach to the collection of information in relation to our customers.
- Develop a robust Council wide set of relevant data to inform our decision making.

http://www.rossendale.gov.uk/site/scripts/documents_info.php?documentID=714&pageNumber=5

7. Engagement & Consultation

The Equality Duty requires the Council to have an adequate evidence base for its decision-making.

A key reason for the Council to engage is to help us understand how our policies affect (or will affect) people who use our services, which can be used to inform and improve decision making. Engagement can also support to gathering of robust equality information, and in particular where we have identified gaps in our existing information base/knowledge.

It is important that a proportionate⁴ and relevant approach is taken, and that the best use of everyone's time and resources is considered. As such, the Council will identify what information it already has available and will seek to determine where the gaps in evidence and understanding are, what it is seeking to find out and from whom, in order that the engagement activity is focused and relevant.

In general, engagement to inform specific decision making will be with people who have an interest in and/or are affected by the specific policy, service or decision in question. In determining who to engage with, the Council will consider the nature of the policy and the groups who are most likely to be affected by it, including proportionate consideration for less visible groups whom commonly experience barriers to participation.

The Council's Community Engagement Strategy provides further details of its approach to and guidance on engagement and consultation.

8. Community Impact Assessments

Community Impact Assessments are a structured and transparent way for the Council to fully understand the implications of our decisions and whether they are detrimental or discriminatory by considering the impact on protected equality groups within our community, fostering good relations and protection of human rights. Further, they help us to consider the impact of Council decisions and policies within and between communities more generally. This process is integrated into the Council's policy development and decision making framework.

⁴ Ensuring compliance with the Council's Best Value Duty and Duty to Inform, Consult and Involve.

Corporate guidance and training is provided periodically and individual needs are also identified via line manager one to one meetings and annual personal development reviews.

9. Access to / Provision of Information

The Council will provide information in printed form and via the Council website.

The Council's website is designed to comply with W3C web content accessibility guidelines as well as government standards. All pages of the site reach level 'A' conformance and around 98% of pages reach 'AA' conformance. The Accessibility pages of the website allow users to adapt the website to meet their needs, and settings can be saved for their next visit.

On request, the Council will provide translation for written documents into ethnic minority languages and other formats including, large print, Braille, CD or tape. Verbal or sign language translation/facilitation services for face to face contact or meetings can also be arranged and will be dealt with on a request basis.

Additionally, employees in the Council's One Stop Shop (OSS) can directly access interpretation and translation services for assistance in dealing effectively with customers whose first language is not English or require British Sign Language translation.

The Council publishes its corporate equality information via its Annual Equality Report and Community Impact Assessments, which are published with the relevant committee/council report on the Council's [meetings pages](#) of the website.

10. Working with Trade Unions

The Council recognises that Trade Unions have valuable experiences and contribution to make in the areas of equality through consultation mechanisms and supporting employees. Therefore workforce/employment related decisions and documents are reviewed by the Joint Consultative Committee (JCC), including trade union representatives and other appropriate staff with the Council.

11. Complaints, Dignity at Work and Discrimination

Complaints and Dignity at Work Policy

The Council takes complaints about the services it provides and/or about members of staff very seriously and has a comprehensive Complaints Procedures for dealing with Customer Complaints and a Dignity at Work Policy which incorporates harassment, discrimination and bullying on any grounds, and how complaints from employees will be dealt with.

All complaints are subject to a full investigation in accordance with the Rossendale Borough Council's complaints or Health and Safety incident reporting procedures and quarterly/annual monitoring arrangements are in place.

The Council has established methods of allowing individuals to make a complaint:

- The Council's [Grievance Procedure](#) (for employees for the Council)
- The Council's [Complaints & Feedback Procedure](#) (for customers)
- [Recruitment and Selection Complaints Procedure](#)
- [Dignity at Work Policy incorporating Bullying and Harassment](#) (for employees)

The Council also works with partners to record and monitor complaints and incidents which are of a racial nature, or perceived to be of a racial nature or discriminatory in any other way.

Types of Unlawful Discrimination

Direct Discrimination

Discrimination occurs where:

- A person is treated less favourably than someone else in comparable circumstances.
- The treatment is for a reason relating to a person's protected characteristic (see section 2.2).
- The treatment cannot be justified.

Indirect Discrimination

This can occur when you have a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if it can be demonstrated fully that you acted reasonably in managing the business need, i.e. that it is 'a proportionate means of achieving a legitimate aim'.

Discrimination by Association

This is direct discrimination against someone because they associate with another person who possesses a protected characteristic. For example, a carer of a disabled child or adult or someone that has a gay or transsexual friend/relative.

Discrimination by Perception

This is discrimination against someone because the other person thinks or perceives that they possess a particular protected characteristic. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

Harassment

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Employees are able to make a complaint of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant protected characteristic themselves. Employees are also protected from harassment because of perception and association.

Harassment by a Third Party

The Equality Act makes employers potentially liable for harassment of its employee’s third parties – by people they do not employ, such as customers, members of the community or clients.

Employers will only be liable when:

- Harassment has occurred on more than two occasions (not necessarily by the same person); and
- The employer knows that it has happened; and has not taken reasonable steps to prevent it.

Victimisation

Can occur when an employee is being treated badly because they have made or supported a complaint or raised a grievance under the Equality Act, or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

Bullying is usually persistent behaviour, directed against an individual or group, which is intimidating, offensive or malicious and which undermines the confidence and self-esteem of the individual. This is dealt with via the Council’s Dignity at Work Policy.

12. Training & Organisational Development

As an employer, the Council has a proactive approach to training and development in order to meet the needs of different learners, and we recognise that it is critical for our staff to have the skills and knowledge to help eliminate unlawful discrimination, promote equal opportunities and value diversity.

The Council's Organisational Development Plan is one element of the organisation's delivery mechanisms to fulfil its equality commitments.

The Plan identifies the various training and development activities received to ensure that the workforce has, as a whole, an understanding of the concepts and principles of equality as well as our duties and responsibilities and the methods to put these principles into practice.

Training and development includes:

- A corporate online Equality & Diversity module for office based staff
- Tailored face to face equality and diversity awareness sessions for operations staff
- Equality awareness raising and refresher training annual as required
- Community Impact Assessment training/awareness for officers and members
- Introduction to equality in local government sessions for new councillors or those that require refreshers.
- Updates on legislative changes and best practice as required to all appropriate.
- Recruitment and Selection training as required.
- Individual training as identified through personal development review form staff and Members as relevant to carrying out their roles.

13. Review

The Council will review the Equality Policy at least every three years or as legislation / guidance requires.

14. Further Information

To support the Equality Policy there is a suite of Appendices to act as further Manager Guidance on specific topics which are available to Managers via the Council's intranet or the People and Policy Team. They are:

- Flexible Working Guidelines
- Meeting Religious and Cultural Needs Guidelines
- Disability Guidance: assisting/supporting disable employees or employees who become disabled whilst in employment.
- Types of discrimination
- Supporting employees undergoing gender reassignment
- Access to information for deaf people
- Communicating effectively with people who are blind or visually impaired
- General tips for promoting equality.

Contact details:

Liz Sandiford, Head of People & Policy
01706 25 2452
lizsandiford@rossendalebc.gov.uk

Emma Hussain, Principal Policy Officer
01706 25 2451
emmahussain@rossendalebc.gov.uk

Clare Law, HR Manager
01706 25 2451
clarelaw@rossendalebc.gov.uk

INITIAL COMMUNITY IMPACT ASSESSMENT

Name of Policy, Decision, Strategy, Service or Function, Other: (please indicate)	Equality Policy	
Lead Officer Name(s):	Emma Hussain,	
Job Title & Location:	Principal Policy Officer	
Department/Service Area:	People and Policy	
Telephone & E-mail Contact:	emmahussain@rossendalebc.gov.uk 01706 252451	
Date Assessment:	Commenced: January 2012	Completed: April 2012

1. Overview

The main aims/objectives of this policy¹ are:

Under the Public Sector Equality Duty, the Council has a legal duty to give due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Promote and advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

This policy provides a framework and the overarching principles for the development and promotion of equality and diversity within service delivery and employment. The policy seeks to ensure the Council's compliance with relevant legislation as well as seeking to achieve positive outcomes for our communities and our workforce.

This policy applies to all those who come into contact with, and work for the Council including (protected equality groups):

- Residents within the Borough
- Customers accessing services
- Employees
- Potential customers and job applicants
- Contractors, stakeholders and partners
- Elected members / councillors

The policy has consolidated several separate equality documents in order to ensure a robust policy framework that is more easily understood and accessible by both the public and council employees, aligned with the recent consolidated legislative changes.

This policy is aimed at promoting fairness and enabling a positive impact on all people, particularly those who possess protected equality characteristics.

(Refer to **CIA Guidance** for details)

¹ Policy refers to any policy, strategy, project, procedure, function, decision or delivery of service.

Responsible Section/Team	People & Policy	Version	1.01 FINAL
Responsible Author	Principal Policy Officer; Head of P&P	Due for review	2015
Date last amended	13.04.12	Page 1 of 4	

Is the policy or decision under review (please tick)

New/proposed

Modified/adapted

Existing

Date of Review²: 2015 or as required.

² This date will be set on an annual basis as default for review unless otherwise specified by you.

Responsible Section/Team	People & Policy	Version	1.01 FINAL
Responsible Author	Principal Policy Officer; Head of P&P	Due for review	2015
Date last amended	13.04.12	Page 2 of 4	

2. Equality Impact

Using the table below please indicate whether the policy/strategy/decision has a positive, negative or no impact **from an Equalities perspective** on any of the protected equality groups listed below. **Please also give consideration to wider equality of opportunity and community cohesion impacts within and between the groups identified. If you have identified any negative impact and mitigating actions are not sufficient, you will need to complete a Full Community Impact Assessment.**

Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
Age	Older people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Equality Act 2010 extends and enhances the protection by legislation of 9 specifically identified protected equality characteristics which is covered by this policy. The Council has a duty to eliminate discrimination, promote and advance equal opportunities and foster good relations between people who share a protected characteristic and those who do not.	<input type="checkbox"/>
	Younger people and children	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Disability	Physical/learning/mental health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Gender Reassignment	Transsexual people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Pregnancy and Maternity		<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Race (Ethnicity or Nationality)	Asian or Asian British people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
	Black or black British people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
	Irish people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
	White British	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
	Chinese people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
	Gypsies & Travellers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
	Other minority communities not listed above (please state)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Belief or Religion		<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Gender	Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
	Men	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Sexual Orientation	Lesbian women, gay men and bisexual people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>

Responsible Section/Team	People & Policy	Version	1.01 FINAL
Responsible Author	Principal Policy Officer; Head of P&P	Due for review	2015
Date last amended	13.04.12	Page 3 of 4	

Equality	Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts <u>or</u> reasons why it will be of positive benefit or contribution)	No Impact
Marriage and Civil Partnership (employment only)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above	<input type="checkbox"/>
Contribution to equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Public Sector Equality Duty aims are covered by this policy. The Council has a duty to eliminate discrimination, promote and advance equal opportunities and foster good relations between people who share a protected characteristic and those who do not.	<input type="checkbox"/>
Contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Public Sector Equality Duty aims are covered by this policy. The Council has a duty to eliminate discrimination, promote and advance equal opportunities and foster good relations between people who share a protected characteristic and those who do not.	<input type="checkbox"/>
Human Rights http://intranet/site/scripts/documents_info.php?categoryID=86&documentID=251	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Human Rights considerations are embedded in Council decision making processes and are covered by this policy.	<input type="checkbox"/>

Responsible Section/Team	People & Policy	Version	1.01 FINAL
Responsible Author	Principal Policy Officer; Head of P&P	Due for review	2015
Date last amended	13.04.12	Page 4 of 4	