



Personnel Sub-Committee 9 February 2015

Staff Benefits Policy – approval to consult (update)

Purpose of report

This report provides an update on the overview of the review of the staff benefits policy prior to consultation commencing with staff and UNISON.

Attachments

Appendix A – DRAFT staff benefits policy

1.0 Background

1.1 At the Personnel Sub Committee on 22 December 2014 there was a discussion about the draft policy contents. It was agreed that:

- Northamptonshire County Council's entitlements needed to be included (see 2 below) in the comparison of leave provision.
- A further discussion was needed before the draft policy went to staff for consultation.

2.0 Annual leave comparison

2.1 In Autumn 2014 Welland Internal Audit contacted 24 public sector organisations in the surrounding areas (including district, unitary and county councils) to establish what leave entitlements they provided. The average number of days' annual leave for the lower-graded staff varied from 21 to 30 days, with an average of 25 days. ENC is just below this at 24 days. This included any statutory days offered. In total 4 organisations offered fewer than 24 days, 12 (including ENC) offer 24 days, and 9 (including Northamptonshire County Council at 25 days) offer more, which essentially puts us in the middle.

2.2 For more senior staff the picture is different, as many organisations offer a higher number of days' annual leave for senior new starters. It varied between 23 and 34 days. The average was 29 days. One was less than ENC, one other Council had the same as ENC at 24 days, and the other 22 organisations had higher starting points. Northamptonshire County Council offers 26 days' leave to more senior staff.

2.3 At the other end of the scale, ENC offers a significant reward for long service, with the maximum amount of leave that can be accrued after 10 years' service being 34 days for all staff.

3.0 Proposal

3.1 It is proposed to merge annual leave and statutory days to avoid confusion, and this has been done in the draft policy attached (see section 6.1 in Appendix A). Otherwise it is proposed to leave the entitlements as they are now. While the starting level of leave for senior staff is considerably below the average for the comparator group, it is felt that increasing this would be counter-productive in terms of the likely reaction of other staff, and the low starting point is offset by the higher level of leave available for those with long service.

4.0 Legal implications

4.1 The implementation of this policy will help to ensure that ENC is meeting its legal obligations.

5.0 Risk implications

5.1 The review of this policy should reduce risks of legal challenge and is an outstanding audit requirement.

6.0 Equality implications

6.1 An equality impact assessment was conducted as part of the review (see previous report)

7.0 Recommendations

7.1 The Sub-Committee is recommended to approve that this policy can go to staff and UNISON for consultation before returning to Personnel Sub-Committee for final consideration.

(Reason: To consolidate, improve and update policy).

Legal	Power: Local Government Act 1972				
	Other considerations:				
Background Papers:					
Person Originating Report: Aime Armstrong – HR Manager					
Date: 21 January 2015					
CFO		MO		CX	

(Committee Report Normal Rev. 22)



East
Northamptonshire
Council

Staff benefits policy



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Links to other documents

Document	Link

Additional Comments to note

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1.0 Introduction

1.1 The purpose of this policy is to ensure clarity about what staff benefits exist and how they operate.

2.0 Scope

2.1 This policy covers all staff.

2.2 There are four different types of staff benefit

- contractual - including salary and hours
- policy led
- personal - including things like working with great people, and getting on with your line manager
- nationally agreed conditions – including the NJCC national agreement of pay and conditions of service – often referred to as the “Green Book)

This policy does not try to detail all the staff benefits that ENC offers, it covers those aspects of benefits policy that are not detailed elsewhere.

3.0 Policy outcomes

3.1 The outcomes to be delivered by this policy are:

Policy outcomes	Links to corporate outcomes
<ul style="list-style-type: none">• Clear understanding of what benefits exist.	<ul style="list-style-type: none">• Effective management• Councillors and staff with the right knowledge, skills and behaviours

4.0 Reward and recognition

4.1 There are many different ways to reward and recognise staff including pay and conditions. However, ENC recognises the importance of other types of recognition such as simply saying thank you, and recognising long service and outstanding work. The staff reward and recognition scheme aims to pick up some these more general methods of recognition and includes:

- employee of the quarter
- spontaneous recognition
- long service awards
- annual award ceremony

4.2 **Employee of the quarter**

4.3 Any member of staff can nominate any team or individual for doing something “amazing”.

4.4 The nominations will be shortlisted by the Xchange staff forum.

- 4.5 CMT will pick the overall winner from the shortlist.
- 4.6 All nominees that have been shortlisted by Xchange will be invited to a quarterly tea with CMT in the Chief Executive's office. At this tea the winner and prize will be awarded.
- 4.7 The winner of each 'employee of the quarter' is awarded a prize of up to £100 worth of vouchers.
- 4.8 **Spontaneous recognition**
- 4.9 All staff are encouraged to recognise and say thank you spontaneously both verbally and/or in writing.
- 4.10 **Long service award and annual ceremony**
- 4.11 Once a year a ceremony will be arranged to award certificates for long service, thank you's and qualification certificates.
- 4.12 A gift will be presented in recognition of 15 and 25 years long service. The gift will be to the value of £50 for 15 years and £110 for 25 years.
- 4.13 For staff with 5, 10, 20 and 30 years service recognition will be given in the form of a mention in InHouse and a certificate presented at the award ceremony.

5.0 Continuous service

- 5.1 ENC will recognise continuous service from all organisations covered by the Modifications Order. Continuous service will be presumed if the gap between employments is less than a month, or meets the criteria set out in the NJC National Agreement on Pay and Conditions of Service (often referred to as the Green Book).

6.0 Holiday entitlement

- 6.1 The basic holiday entitlement for a full time member of staff is 24 days (pro rata for part time staff).
- 6.2 On the anniversary of the employees start date, they will receive 1 additional days leave, up to a maximum of 34 days after 10 years service.
- 6.3 Continuous service will be used to calculate annual leave for new starters at ENC who have transferred from an organisation covered by the Modifications Order. So someone who starts with 4 years local government service will automatically start on 28 days.
- 6.4 Staff will be required to reserve 3 or 4 of their annual leave days to cover any Christmas office closure. CMT will allocate these days.
- 6.5 In addition to the basic holiday entitlement, all staff are entitled to Bank Holidays (pro rata for part time staff).
- 6.6 **Booking holiday**
- 6.7 Employees must request leave from their line manager before booking anything. Managers must consider service requirements before approving any holiday, and can turn down holiday requests if necessary.
- 6.8 When taking a days leave, 7 hours and 24 minutes will be logged on a full time employees flexi sheet.
- 6.9 **Part time holiday**
- 6.10 For part time staff holiday will be calculated in hours. The annual entitlement will include bank holidays and the 4 Christmas days before calculating their pro rata entitlement. Part time staff then need to deduct any bank holidays or Christmas closure days they were due to work from their annual leave entitlement. This is to ensure that everyone receives the same proportion of bank holidays irrespective of which days they tend to work (as bank holidays are predominantly on Fridays and Mondays).
- 6.11 For new or leaving part time staff, their entitlement will be calculated to include a pro-rata entitlement to only those bank holidays and Christmas days that fall during their employment with ENC.
- 6.12 **Carrying over leave from one holiday year to the next**
- 6.13 For all new staff, annual leave years will coincide with their start date.
- 6.14 Staff who have historically had annual leave years running from 1 April to 31 March should continue to use this timeframe.
- 6.15 In exceptional circumstances, with permission from their Head of Service individuals can carry forward up to 5 days leave from the year before.

- 6.16 Holiday leave will not be converted to pay, except on leaving ENC if agreed with the Head of Service. Any leave not used will be lost (with the exception of 5 days if approved by the Head of Service as detailed in 6.13 above).

7.0 Unpaid leave

- 7.1 A days unpaid leave will be calculated as 1/260th of the full time equivalent spinal column point. This will include strike days, parental leave, unpaid compassionate leave and additional holiday (see 7.2 below)
- 7.2 With permission from their Head of Service employees may take up to 10 days per year additional holiday as unpaid leave.
- 7.3 Approval of additional unpaid holiday is not automatic. Heads of service will take into account service delivery when deciding whether or not it can be granted.
- 7.4 Unpaid leave will have an impact on pensions and tax. Advice on individual situations can be requested from payroll.
- 7.5 Wherever possible, employees should make a request to purchase annual leave prior to the start of their annual leave year. Unpaid leave can therefore be deducted from 12 months salary.
- 7.6 Approval of any additional annual leave purchased must be recorded on the employee's leave record and the days taken recorded and authorised in the normal way.
- 7.7 Employees who purchase and take additional annual leave will be required to repay from their final salary the outstanding value of the additional number of annual leave days taken if they leave East Northamptonshire Council prior to full repayment.

8.0 Expenses

8.1 The following expenses will be paid:

- Essential car user allowances (rate as set in the annual pay policy)
- Mileage (rates as set in the annual pay policy)
- Expenditure occurred on behalf of the Council (where approved by the employees Manager – this covers small items where petty cash is not available).
- Train fares (where travel is required for work)
- Hotel accommodation (where necessary to undertake duties)
- Food (only where it is impractical for the employee to take their own, or buy what they would normally buy).

8.2 The following principles apply to all expenses:

- Receipts must be provided before reimbursement is made.
- Managers must authorise all expenses before payment.
- Expenses should be kept to a minimum.
- Only additional expenses will be reimbursed (if a member of staff usually drives 10 miles to work, but instead drives 10 miles to a training event for the day, no expenses will be payable).

9.0 Overtime

9.1 Overtime payments will not be made. The flexi and TOIL policies allow extra hours worked to be taken at a later date.

10.0 On call and call out payments

- 10.1 These rules ensure that payments to compensate for being on call, or called out to work, outside of normal office hours are applied consistently and fairly across the Council.
- 10.2 Where planned work is required to cover an evening meeting or weekend work, flexi or TOIL will be accrued at normal rate (i.e. one hour per hour worked). Where this is a regular aspect of a role it will be included in the job description.
- 10.3 **Out of Hours Night Service**
- 10.4 The Council has a “first filter” arrangement that covers all Council services. This is accessed through a telephone number given out by the Council switchboard outside of normal working hours.
- 10.5 The first filter facility work to scripts provided by the Council and sets out the parameters for escalating out of hour incidents to the relevant duty officer.
- 10.6 This service operates whenever the Council offices are closed.
- 10.7 Managers are responsible for ensuring that the Out of Hours service has accurate names and telephone numbers for employees.
- 10.8 Heads of service will ensure that an on call rota is maintained when it is necessary to ensure a response from the Council.
- 10.9 If a call is received via the 'first filter' arrangement at a time when there is no on call rota in place, attempts will be made to find an available employee to deal with the matter.
- 10.10 If an employee is contacted when they are not 'on call' then they are not required to deal with the matter if they are unavailable or not suitably fit for work.
- 10.11 The requirement to be included in the 'on call' rota will be included in job descriptions and employment contracts.
- 10.12 Heads of Service are responsible for ensuring that staff are aware of, and adhere to, the Lone Working Policy.
- 10.13 **On call and call out pay rate**
- 10.14 When an employee is on call, a payment of £70.50 (pro rata where appropriate) will be made to the employee for each 24 hour period they are on call irrespective of whether the employee is called out or not.
- 10.15 If an employee deals with a significant incident or situation when they are not on call they will receive a call out payment of £70.50.
- 10.16 No on call or call out payments will be made to the Director or the Chief Executive.
- 10.17 Claims for payments should be completed monthly, authorised by the Head of Service and forwarded to Payroll by the 10th of the month.

- 10.18 Time off in lieu (TOIL) will be given for time spent dealing with incidents or situations that occur out of hours and recorded on the individuals time sheet. TOIL will be given at the same rate it is accrued (i.e. if an hours work is done, an hours TOIL will be given).
- 10.19 Where an employee is called out to undertake work, care must be taken that appropriate breaks are taken and that the employee does not exceed the Working Time Regulations.

11.0 Honorariums

- 11.1 The pay policy gives the Chief Executive the constitutional power to award honorariums.
- 11.2 Honorariums can be paid where someone temporarily takes on substantial additional responsibilities, or a specific piece of work.
- 11.3 The amount awarded as an honorarium will be calculated taking into account:
- The length of time the extra responsibilities were undertaken.
 - The number of people sharing the responsibilities.
 - The complexity/level of the extra responsibilities.
- 11.4 Heads of service will liaise with HR to prepare an honorarium proposal to be considered by the Chief Executive.
- 11.5 Heads of service will ensure that honorariums can be met from existing budgets.
- 11.6 Honorariums should not be used in place of a market premium, job evaluation re-grade or as recognition for doing their current job well.

12.0 Car Loan Scheme

12.1 East Northamptonshire Council provides an Assisted Car Purchase Scheme to enable officers to purchase a car for use on official business. The Council's scheme provides a low interest loan to the employee which can be repaid, through salary deductions, over an agreed period of time.

12.2 The scheme conditions below form part of the agreement for employee car loans.

12.3 Eligibility

12.4 The Car Loan Scheme is available to employees of the Council who are designated essential car users on their contract of employment and have successfully completed their probationary period.

12.5 The scheme will only be available to those employees who hold a full UK driving licence and are able to obtain insurance in their own name.

12.6 Assistance Available

12.7 The maximum loan value that will be advanced will be the lesser of:

- 50% of the employees gross basic salary
- The purchase price of the vehicle*
- The independent engineers assessment of the price*
- The actual amount paid for the vehicle.

12.8 * In both instances these figures will be net of any trade in value or allowance an officer may obtain in part exchange or any trade in value or allowance that could be reasonably expected from a vehicle previously financed through a loan from the Council. For new vehicles the cost of registration, road fund licence, delivery and any other ancillary cost shall be excluded from the loan amount.

12.9 The maximum period that loans will be made available over will be the lesser of;

- For new cars or those less than 12 months old – 5 years
- For cars older than 12 months – 4 years
- The independent engineer's assessment of the likely lifespan of the vehicle.

12.10 The loan will be repayable by equal monthly instalments, deducted from the officer's salary and these shall commence in the first full month after the advance has been made (i.e. if an advance is made on the 2nd April, the first instalment will be due from May's salary).

12.11 Interest will be applied to the loan at the HMRC rate¹. The rate when the loan is initially taken out will be fixed for the whole term of the loan.

¹ <http://www.hmrc.gov.uk/rates/interest-beneficial.htm>

- 12.12 Employees will not be able to apply for a subsequent loan until the end of their existing loan. In special circumstances the Head of Service will have authority to waive this particular clause.
- 12.13 Qualifying Vehicles**
- 12.14 The car loan scheme is designed to help employees provide a car to enable them to fulfil their full range of duties. As such, although the Council does not explicitly bar certain types of vehicle, any employee looking to join the scheme should be mindful that their choice of vehicle should be commensurate with their duties and the Council's overall corporate identity. The Head of Service will decide whether they believe a vehicle is suitable when approving the application. As a guide employees should avoid extreme vehicles (pick ups, etc), substantially modified vehicles and those containing overt advertising.
- 12.15 The only exception to this, and in accordance with the Council's environmental policies, cars with a CO2 emission level in excess of 230gms per kilometre will not be considered.
- 12.16 Other Applicant Obligations**
- 12.17 To support each application the applicant shall provide, at their own expense, a report from an independent engineer or person suitably qualified detailing their opinion as to the roadworthiness of the vehicle, the estimated life span of the vehicle, the CO2 emission level of the vehicle and the reasonableness of the price.
- 12.18 For new vehicles and those under six months old this report shall not be required other than if the purchase price (after allowance for any extras) is in excess of the manufacturers recommended retail value.
- 12.19 The employee must comprehensively insure the vehicle in their own name and such insurance must include business use. Copies of insurance or cover notes must be provided before any payment under this scheme will be released. Where cover notes have been provided, a valid Certificate of Insurance shall be provided within 7 days.
- 12.20 All payments will be made via BACS to the Suppliers bank account which normally takes 3 working days providing instruction received by Finance by midday. In special circumstances a CHAPS payment could be used which will be received in the Suppliers bank account on the same day. However a charge, currently £4.50 will be made for this service.
- 12.21 Within 7 calendar days from the advance of the loan the applicant shall provide HR with a receipt or bill of sale indicating the total amount paid.
- 12.22 Within 28 calendar days the applicant shall supply HR with a copy of the vehicle registration document issued by the relevant government department.
- 12.23 Approval**
- 12.24 All applications shall be signed by the applicant and be supported by their Head of Service.

12.25 It is the responsibility of the Head of Service, with support from HR, to ensure the eligibility of the applicant to join the scheme as well as ensuring the conditions of the scheme have been met.

12.26 **Termination**

12.27 An employee's entitlement to their loan under the scheme shall terminate and any balance outstanding shall become immediately due;

- a) if they fail to comply with any aspect of this scheme
- b) on cessation of their employment with the Council (for whatever reason)
- c) if they become bankrupt
- d) if any instalment or part thereof remains unpaid for 14 days for more
- e) if they sell, assign, pledge or part with the vehicle
- f) in the event of a total loss of the vehicle (theft, write off etc)

12.28 In the event of termination under e and f above, the employee, as long as they remain eligible for scheme membership, will be able to apply for a subsequent loan.

12.29 In the event of redundancy an individual agreement will be reached for repayment of the loan.

12.30 If an employee has their essential car user status removed, the outstanding car loan will continue to be paid through monthly deductions. However, no further advance will be made.

12.31 In exceptional circumstances, for example, if an employee's license is removed due to medical circumstances this will be reviewed individually by the Head of Service with advice from HR.

12.32 **Interest Payments on Termination**

12.33 In such circumstances where the balance of any loan is not repaid when due, the applicant shall pay to the Council interest on any outstanding balance.

12.34 The level of interest to be paid will be 5% above the Bank of England base rate.

12.35 Interest will be calculated on a flat rate and on a daily basis. Any interest that remains outstanding at the end of the Council's financial year (31 March) shall be compounded and attract interest at the same rate previously applied.

12.36 **Other Issues and Notes**

12.37 The Council will not be liable for any costs incurred by the applicant as a result of a rejected application.

12.38 The Chief Executive will act as final arbiter over any disputed applications. His decision shall be final and conclusive.

13.0 Crisis Loans and salary advances

- 13.1 In exceptional circumstances, the Chief Executive can approve a crisis loan to a member of staff under the same basic principles of a car loan (see section 11 above) for a period of no more than 18 months.
- 13.2 Where an underpayment has been made a salary advance can be paid to a member of staff (where a future payment is paid early by direct BACS payment and then deducted from their salary). The current process will need to be followed for authorisation.
- 13.3 In exceptional circumstances, with approval from the Chief Executive, and following the normal authorisation process, a salary advance can be made on a one off basis in situations of hardship.

14.0 Pensions discretions Policy and Procedure

14.1 This policy details the three discretionary provisions adopted by East Northamptonshire Council and the procedures to be followed when using them. They are:

- Early retirement on compassionate grounds
- Flexible retirement with actuarially reduced benefits
- Early retirement on the grounds of efficiency of service

14.2 Early Retirement on Compassionate Grounds

14.3 The Council will consider requests from active members and deferred beneficiaries to retire from age 55 on compassionate grounds without actuarial reduction. Compassionate grounds are defined as exceptional personal circumstances such as caring responsibilities or ill-health considerations.

14.4 Flexible Retirement with Actuarially Reduced Benefits

14.5 Employees aged 55 or over who have at least three months' total membership in the LGPS may seek the Council's consent to flexible retirement. Rather than an employee continuing in their job to age 65 and drawing their pension from then, they can from age 55 with the Council's consent, reduce hours in their current post or move to a position on a lower grade and elect to take their accrued pension benefits whilst continuing in employment. An employee taking flexible retirement can continue paying into the LGPS to build up further benefits. Flexible retirement requests will only be considered if they involve a minimum cut in hours of 20% or a reduction of at least one full grade.

14.6 Early Retirement on the Grounds of Efficiency of the Service

14.7 Normally, full retirement benefits are paid from age 65. However, where an employee is aged 55 or over and at least one of the following criteria are met, it may be appropriate to allow an employee to retire early on the grounds of efficiency of the service. The criteria are:

1. The employee's ability to do their job is affected by changes which mean it is difficult for them to adjust.
2. The employee's job requires new knowledge, skills or behaviours which the employee does not have and where retraining or investment in future development would not be appropriate.
3. Early retirement would create internal job opportunities, or unblock promotion channels which succession planning could fill through an internal appointment.
4. Structural changes could lead to savings being achieved through appointing a replacement at a lower pay level, or where a replacement removes or avoids pay protection.
5. Early retirement avoids a redundancy situation by allowing an employee to be redeployed or transferred into the vacancy created.

and, overall it is considered to be in the long-term interests of the Council as well as the employee to grant early retirement.

- 14.8 In addition to immediate pension access, an employee with at least 5 years' pensionable service can be awarded a discretionary payment of up to 2 years pay based on actual pay at termination date. To ensure the affordability of a retirement on the grounds of efficiency of service is considered in full, any proposed discretionary payment must be justified and taken into account during the approval procedure.
- 14.9 Each request for early retirement on the grounds of efficiency of the service is judged on its own merits. A clear business case must be demonstrated for an application to succeed. Success will depend on there being either:
- Sufficient revenue savings; or
 - efficiency advantages to the Council.
- 14.10 Early retirement on the grounds of efficiency of service will not be used to resolve employee disciplinary or performance issues.
- 14.11 **Process for requesting a pension discretion:**
- 14.12 The employee's Head of Service, in conjunction with the Head of Resources & Organisational Development and the Council's Section 151 Officer, will prepare a report for consideration by the Corporate Management Team (CMT). The report must contain the following information:
- The employee's name.
 - The employee's job title.
 - The employee's length of service with the Council.
 - The reason for the proposed early retirement on compassionate grounds.
 - Alternative course of action that have been considered and the reason(s) why they are not being pursued.
 - All costs that will be incurred by the Council as a result of the early retirement on compassionate grounds.
 - Any risks associated with the early retirement on compassionate grounds.
- 14.13 Subject to the agreement of CMT, the report will be submitted to the Personnel Sub-Committee. The Personnel Sub-Committee will ensure the policy has been applied correctly, they have assessed the financial implications of the application and there is justification for the proposal being made.
- 14.14 The decision reached by the Personnel Sub-Committee will be recorded in writing, including the reason for approval or rejection, and will be communicated to the employee's Head of Service as soon as possible so that they can progress the case in conjunction with the Head of Resources & Organisational Development.
- 14.15 There is no employee right of appeal if a request for early retirement on compassionate grounds is refused. The scheme is at the discretion of the Council.

15.0 Equal Pay

15.1 ENC will ensure that equal pay is achieved between people where they are doing:

- the same, or a similar job
- a job of equal value (a job which is different but which requires the same level of skill, knowledge, effort and responsibility)

15.2 Equal pay is defined as including:

- basic pay
- incremental points
- overtime rates
- severance and redundancy pay
- access to pension schemes
- benefits under pension schemes
- hours of work
- occupational sick pay
- special leave payments and allowances, e.g. maternity leave
- car scheme
- health insurance
- life assurance

15.3 The main mechanism for ensuring equal pay is the job evaluation scheme. You can request an appeal of your job evaluation outcome on the basis of equal pay (see section 16.3 below)

15.4 Equal Pay Monitoring

15.5 An equal pay audit will be undertaken once every 3 years. The results of the equal pay audits will be published and reviewed by the CMT to ensure that equal pay is achieved.

16.0 Job Evaluation

16.1 All jobs at ENC are required to be job evaluated using the Local Government Services Job Evaluation Scheme and the agreed local conventions. The only exceptions to this are the following roles:

- Chief Executive
- Executive Director
- Casual staff and interns
- Apprentices
- Agency staff and consultants
- Staff who are TUPE transferred into ENC

16.2 An employee or manager can challenge their job evaluation outcome in the following situations:

1. The scheme has been wrongly applied, for example factor levels have been wrongly allocated or the evaluation has failed to follow guidance (an appeal must be lodged within 30 days of the panel outcome).
2. The job description questionnaire did not provide complete information about the job at the time the evaluation was undertaken (an appeal must be lodged within 30 days of the panel outcome).
3. It is believed that an equivalent job is more highly graded and paid (an appeal must be lodged within 30 days of the panel outcome).
4. Where they feel that they are not receiving equal pay in relation to staff of the opposite gender (see section 15.3 above - no time limit).

16.3 A manager can submit a new role or a suggested amendment to a role to a panel for consideration. The appropriate Head of Service must then ensure that the proper approval and financing is gained before anyone is recruited, or the role is changed (see staff management policy section 25).

16.4 Employees will have the right to be accompanied to any meeting in connection with his/her appeal by either a trade union representative or a work colleague who is employed by East Northamptonshire Council.

16.5 Job evaluation panels

16.6 Job evaluation panels will be given the following documents at least 5 days before they meet for the role(s) they are being asked to consider:

- Job description
- Person specification
- Job evaluation questionnaire
- Organisation chart

16.7 Where there is a proposal to amend a current role that has been previously job evaluated by a panel, it is acceptable to submit a job evaluation questionnaire completing only the aspects that have changed. The panel will then only consider the factors which could be

affected by the changes highlighted, accepting the previous panel's determinations for all of the other factors.

- 16.8 Membership of a panel will consist of a minimum of three fully trained staff. The panel will include at least one representative of the HR team*² and one trade union representative.
- 16.9 A panel will not include any person who has a close personal or professional relationship with the employee whose role is being evaluated (including direct reports).
- 16.10 The employee and line manager must both be available during the panel to answer any questions.
- 16.11 **Job evaluation appeals**
- 16.12 An employee or manager can appeal the outcome of a job evaluation panel using one of the criteria set out in s 16.3 above by submitting their concerns in writing to HR.
- 16.13 The appeal panel will reconsider all aspects of the original evaluation of the post in light of the new information provided on the appeal form.
- 16.14 **The job evaluation score for a post subject to appeal can go up or down and could result in an employee being placed on a lower pay band.**
- 16.15 An appeal panel must include a Head of Service.
- 16.16 No members of the original job evaluation panel may sit on an appeal panel.
- 16.17 Any change to the grade of a post will be backdated to the date the appeal was officially submitted to HR.
- 16.18 The decision of the appeal panel is final.

17.0 Other benefits

- 17.1 CMT may agree other small, cost neutral, benefits that may from time to time be advantageous to staff and ENC. Examples of this might include salary sacrifice schemes, that can save staff and ENC money, but are subject to HMRC rules that change relatively frequently.
- 17.2 Where such benefits are agreed, their ongoing usefulness and cost will be reviewed annually.

² Unless the role is an HR role, in which case a Head of Service must be on the panel instead.