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# MANAGING CHANGE POLICY

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## ACTING AS A FAIR AND LEGALLY COMPLIANT EMPLOYER

This Policy provides advice and procedural guidance about managing change from a legal perspective. It provides managers with clear guidance about their options, and provides employees with transparency about what should be expected. A significant element of the advice and procedure provided is mandatory – if you are unsure about the detail or require further support, then please contact your Head of Service or the Human Resources section. In conjunction with the Managing Change Policy managers should also refer to the Management Guidance attached as **Appendix A**.

This part covers the following:

- Consultation
- Large Scale change work streams
- Change Principles
- Voluntary Early Retirement Scheme
- Voluntary Severance Scheme
- Flexible Retirement Scheme
- Voluntary Redundancy Scheme
- Compulsory Redundancy
- Organisational Change for ‘Some other substantial reason’
- Notice of Dismissal
- Costs
- Restructuring Service Areas

### 1. CONSULTATION

Consultation should be carried out at the earliest opportunity. While it is recognised that decisions will be required before many changes can be implemented, this should not of itself preclude the views of the trade unions being sought while proposals are being formulated. Once a change is agreed consultation on implementation should follow the process set out below. “Consultation” in this context will mean:

- presenting proposals, both verbally and in writing, to all employees affected explaining the background to the proposals, for questions to be asked and clarification sought;
- giving a reasonable amount of time for trade union representatives to consult their members and for employees and trade union representatives to make comments to management;
- should the appropriate trade union representative(s) not be part of the employees' group affected, giving the employees the opportunity to attend presentations and have copies of the proposals in writing;

- giving serious consideration to comments received and, where they cannot be accepted, explaining the reasons why;
- providing details of any revised proposals in writing to employees and their trade union representatives if appropriate.

The Council undertakes to consult with the recognised trade unions on issues which:

- will bring about changes to contracts of employment;
- relate to discretionary aspects of the implementation of national agreements or conditions of service, which may apply to the Council;
- may potentially lead to redundancy;
- involve major changes in service structures, working practices, location of employees, etc., even when these could be seen as falling within the employment contract;
- involve introduction of, or changes to, local procedural agreements.

This does not preclude consultation on any other issues as appropriate.

Special consultation arrangements will apply to potential redundancies as set out further in this document.

The above process will take place during a formal consultation period, which will be a minimum of 15 working days. Longer or shorter periods can be jointly agreed. At the conclusion of the consultation period the proposals, including any amendments made through the consultative process, will be implemented.

## **2. STRATEGIC DIRECTOR AND/OR HEAD OF SERVICE / HR / TRADE UNION WORK-STREAMS**

Where there are significant change proposals and a longer term project exists to oversee the process for that change there will be a Strategic Director and/or Head of Service / HR / Trade Union work-stream established to ensure the change is managed in a sympathetic and organised way focussing on managing the impact to those employees affected by the change proposals. The Strategic Director / Head of Service will lead the work-stream and feedback to Leadership Group on the outcomes of this work-stream.

## **3. CHANGE PRINCIPLES**

There will be many and varying ways in which changes to structures and posts may be proposed which may have an impact on employees. It is not the intention to attempt to define them all, but to define general principles that will be applied where practicable. Below are some general definitions and arrangements that will need to be considered when consulting on proposed changes. These include:

- Changes within the Contract of Employment – Job Flexibility
- Assimilation to new posts;
- Ring-fencing;

- Prior Consideration
- Voluntary Early Retirement
- Voluntary Severance
- Voluntary Redundancy
- Compulsory Redundancy
- Redeployment;
- Suitable Alternative Employment
- Flexible Retirement
- Compensation Arrangements;

### **i. Changes within the Contract of Employment – Job Flexibility**

There are occasions where a proposed organisational change will require a variation to be made in working practices and/or work location but without the need to change the terms and conditions of employees' existing contracts of employment, i.e. a Head of Service will have the contractual right to vary existing working practices as set out below.

In determining whether a variation may or may not be made within the terms of existing contracts, a Head of Service should consider whether one or more of the following criteria apply but only following appropriate advice from the Human Resource Section:

- the change is within the existing job description;
- it is a requirement, which is appropriate to the job and is within the general scope of the job description;
- there is a flexibility clause within the job description which provides for a reasonable and justifiable variation to the job and/or duties, provided such change is commensurate with the employee's grade and general level of responsibility within the organisation;
- there is sufficient flexibility within the contract of employment;
- there is an implied term in the contract, which, in justifiable circumstances, entitles management reasonably to expect the employee to undertake different but relevant working practices, these will, where possible, be commensurate with the employee's existing skills, i.e. where the job description makes reference to:
  - undertake such duties and responsibilities commensurate with the grade, as may be reasonably required by the Head of Service, or as a mutually agreed development opportunity.
  - the contents of the document being subject to review from time to time in consultation with the post-holder. Job descriptions may be amended to reflect and record such changes.
  - Heads of Service or individual employees affected by the change will have the right to request that the post be evaluated in order to determine the correct grade for the post.

Heads of Service should ensure, in assessing the above criteria, that:

- requirements for changing working practices and grounds for them are reasonable;
- the interpretation placed on each of the above criteria is not taken too widely;
- regard is given to each employee's personal circumstances and ability to meet the changes.

Even where changes in working practices, location of employees, etc., are considered to be within the terms of the existing employment contracts, the consultation arrangements set out at paragraph 1 of this Procedure will apply.

Where a change in location is being proposed, then this should be done in accordance with existing Council provisions for reimbursement covering a compulsory change in a place of work.

An employer's ability to change specific working practices within the contract of employment, without breaching that contract, is often vague. The Human Resources Officer must be consulted whenever there is disagreement or uncertainty over the interpretation of the contractual position.

## **ii. Assimilation to new posts**

Where appropriate, assimilation proposals will be contained within the change proposals. These proposals will indicate where substantive post-holders are to be slotted or matched to new posts.

Slotting/Matching proposals will form part of the discussion and agreement between Heads of Service, HR and trade-unions during pre-consultation.

Some posts will not be revised at all. These will be defined as 'No Change' (NC).

The duties of some posts will change by less than 30%. These will be defined as 'Little Change' (LC).

The duties of some posts will change by 30% or more. These will be defined as 'Significant Change' (SC).

Where a post in a new structure has 'no change' to that in the old structure there are likely to be proposals to slot existing post-holders into the post (Slot).

Where a post in a new structure has 'little change' there are likely to be proposals to match existing post-holders to the post (Match).

Where there is significant change there are likely to be different proposals i.e. interview, redeployment and/or redundancy considerations.

Where there is significant change and redundancy is likely the Council will ensure that the Redundancy Procedure as outlined below is followed and that selection criteria are discussed and considered with trade unions.

New posts will be subject to the Council's Job Evaluation Scheme.

### **iii. Ring-fencing Arrangements**

Ring-fencing is the principle where employees whose substantive posts are proposed to be deleted from the establishment, are grouped together to be considered for new posts.

Ring-fencing proposals will form part of the discussion and agreement between Heads of Service, HR and trade-unions during consultation.

Where there are the same number of posts to post-holders with 'little change' in the proposed new structure then the group may all be asked to identify up to three preferences for the new posts within any agreed ring fence arrangement. Where competition exists for preferences selection will be by interview.

Where there are fewer posts than post-holders in the proposed new structure then the group will go through a redundancy selection process in line with the Council's redundancy procedure.

### **iv. Prior consideration arrangements**

Employees at risk of redundancy will be granted prior consideration status.

Discussion with trade union representatives during the consultation process will take place on the timing and placement of at risk employees on the prior consideration register to minimise anxiety to employees by not placing them on the prior consideration list too early.

The employee's line manager will meet the individual employee and advise him/her of his/her prior consideration status. The employee may be accompanied by a trade union representative.

A designated HR Officer will explain to the employee the prior consideration process and the arrangements for providing details of job vacancies.

Prior consideration employees must submit an application for the vacancy in which they are interested and must meet the essential criteria described in the person specification to be guaranteed an interview. They will then be interviewed before other applicants (i.e. those candidates who do not have prior consideration status).

Where a prior consideration candidate is unsuccessful at either the shortlisting or interview stage in the selection process, the recruiting officer will, on request, provide full feedback to the employee with the reasons for being unsuccessful being evidenced against the person specification.

#### **4. VOLUNTARY EARLY RETIREMENT SCHEME**

The Council's Voluntary Early Retirement scheme can be used to assist in the delivery of change management and applies to those individuals responding to a formal invitation from the Council for early retirement volunteers. It must be clearly demonstrated that such early retirements would be in the interest of the efficient exercise of the Council's functions. The scheme is available to those employees who are aged 55 or over and are members of either the Local Government Pension Scheme or Teachers' Pension Scheme. The cost to the Council is the actuarial strain on the pension fund as a result of the early release of the benefits. **Appendix B** provides full details of the Council's Voluntary Early Retirement Scheme.

#### **5. VOLUNTARY SEVERANCE SCHEME**

The Council's Voluntary Severance Scheme will provide a means for the Council to provide financial support to employees who leave their employment early due to efficiency. The scheme will be driven by the needs of the organisation and will apply to those individuals responding to a formal invitation from the Council for volunteers. The Council reserves the right to refuse requests from employees seeking release under the scheme. **Appendix C** provides full details of the Council's Voluntary Severance Scheme.

#### **6. FLEXIBLE RETIREMENT**

If an employee has at least 2 years total membership of the Local Government Pension Scheme or has brought a transfer value into the LGPS they may wish to consider the possibility of flexible retirement. Rather than continuing in their job up to normal retirement age (state pension age) (or beyond) and drawing pension from that date, the employee could from age 55, with the Council's consent, reduce their hours or move to a position on a lower grade and elect to access in full or in part the pension benefits that they have accrued in the scheme. If Council consent is given to flexible retirement then normally the employees' pension benefits would be actuarially reduced. However, the Council has discretion to determine not to apply all or part of this reduction, but this would only be used where there is a robust business case justifying the cost. The employee would be able to re-join the scheme and accrue a second pension based on the reduced hours/grade (**see Appendix D for full details of the scheme**).

#### **7. VOLUNTARY REDUNDANCY SCHEME**

This is a financial incentive offered to Council employees with the purpose of attracting volunteers to leave the organisation, due to downsizing or restructuring situations. Under these circumstances the Council would notify its employees that it intends to make redundancies and then invite staff to volunteer to take a redundancy package. It would be up to the Council to decide on how many and which of the employee's to release under the scheme. The cost to the Council would be the redundancy payment (1.5 times the statutory redundancy weeks based on length of service and age multiplied by the contractual weekly pay). In addition, if the employee is aged 55 or over on the proposed date of termination, and is a member of the Local Government Pension Scheme (LGPS) or Teachers Pension Scheme then the cost of the actuarial strain on the pension fund for early release of benefits would be borne by the Council.

## 8. COMPULSORY REDUNDANCY

Where redundancies are unavoidable the Council shall, in the first instance, endeavour to avoid compulsory redundancy by initially offering Voluntary Early Retirement, Voluntary Severance or Voluntary Redundancy as a mechanism of reducing staff numbers. If volunteers are limited or are not from the appropriate service areas then compulsory redundancies might be the only means of reducing staff numbers. Under these circumstances it will be necessary to follow the Redundancy Procedure outlined below.

### **Redundancy procedure**

The Council, in consultation with the recognised trade unions, will always seek to minimise the effect of redundancies through the maximisation of redeployment opportunities. Where redundancies are unavoidable, the situation will be dealt with in the most fair, consistent and sympathetic manner and the Council will strive to alleviate as far as possible any hardship that may be suffered by the employees concerned.

A potential redundancy situation may occur whenever a proposed restructuring or organisational change is contemplated. This means that the Council will either:

- cease to carry on the business (service) for the purposes for which the employees are employed

or

- cease to operate the business (service) at the place of work where the employees are employed.

or

- where the requirements of the Council for employees to carry out work they are employed to do will cease or diminish, or cease or diminish only at the place where the employees are required to work.

or

- where dismissal occurs as a consequence of a business reorganisation.

In the event of a re-structuring/re-organisation a potential redundancy situation may often arise, even though it does not ultimately lead to a dismissal - i.e. during implementation of the change a suitable job is identified for the potentially redundant employee. In such circumstances the redundancy provisions in this procedure must still be followed.

Redundancy is not an excuse for dismissing employees by reason of capability. Redundancy relates to a post or work of a particular kind, not the individual employee concerned. The redundancy procedure must not be used to replace the Council's disciplinary procedure. Employees who are found after investigation to have broken the Council's rules or are incapable of undertaking the duties of their post must be dealt with

under the provisions of the Council's Managing Employee Performance Policy / Disciplinary Procedure.

The Council will commence consultations with the recognised trade unions and employees affected at the earliest opportunity, thereby maximising the consultation period. The Group Manager - Human Resources in consultation with the relevant Head of Service will provide:

- the reasons for the proposals;
- the numbers and descriptions of the employees whom it is proposed to dismiss;
- the total number of employees of each description employed at the establishment in question;
- the proposed method of selection;
- the proposed method of carrying out the dismissals with due regard to any agreed procedure, including the period over which the dismissals are to take effect;
- the proposed method of calculating the amount of any redundancy payments to be made to employees who may be dismissed.

On receipt of this information, the trade unions and employees will have the opportunity to:

- put forward constructive proposals and/or alternative ways and means of avoiding redundancies, reducing the numbers affected and mitigating the consequences.

On receiving the trade unions and employees responses, the Head of Service in consultation with the Human Resources Officer will:

- meet with the trade unions to give due consideration to any suggestions made and provide the trade unions with a written response of the outcome. Where any suggestion is to be rejected, the reasons for rejection must be clearly explained.
- “Place of work” in this context means any place of work which, under the contract of employment, the employee could be required to work.

### Statutory Consultation in Redundancy Situations

There is a statutory requirement to consult with the trade unions and employees, whenever a proposed restructuring or organisational change is likely to create a redundancy situation:

- at least 30 days before the dismissal takes effect if between 20 and 99 employees are to be dismissed as redundant at one establishment
- at least 45 days before the dismissal takes effect if over 100 or more employees are to be dismissed as redundant at one establishment

### Counselling/support mechanisms

The Council recognises that, in the unfortunate circumstances of redundancy dismissals, the employees affected will experience a stressful and distressing time and Heads of Service (or nominated representative) will adopt a sensitive and sympathetic approach to interviews with the employees concerned. All reasonable means of support and advice will be provided. In addition to redeployment opportunities, other offers of help may include:

- career counselling, identifying re-training opportunities;
- support and advice in looking for job opportunities (outplacement);
- granting paid time off for seeking other employment and attending interviews but evidence must be submitted to support these requests
- providing financial advice, e.g. on Social Security entitlements.

### Selection for Redundancy - Individuals and Groups of Employees

Where it has been decided to reduce the size of a section or to change the type of work to be carried out and this will necessitate the need to displace existing employees, the Head of Service in consultation with the Human Resources Officer should, having regard to the need to avoid unlawful discrimination on grounds of race, sex and disability, determine objective justifiable criteria for selecting the required numbers for redundancy.

The trade unions must be consulted on the method of selection, including the choice and weighting of criteria, with the aim of reaching agreement if possible. The unit of selection, i.e. the employee group from which the selection for redundancy will be made, should also be defined and agreed with trade unions.

Should there be a failure to agree on either the criteria for selection or the selection pool the Head of Service in conjunction with the Human Resources Officer will make a decision based on a fair and objective assessment of the relevant factors.

The Head of Service will ensure that affected employee(s) are made aware of the criteria.

### Appeal against Selection for Redundancy

If an employee feels that s/he has been unfairly selected for redundancy, s/he has the right to appeal to her/his Strategic Director.

The only grounds for appeal are the misapplication of the procedure. The exhaustion of the internal appeal procedure will not preclude an individual employee from exercising his/her statutory right of appeal at Employment Tribunal.

An appeal must be submitted in writing within 5 working days of receipt of the formal letter notifying the individual that s/he has been selected for redeployment or redundancy. The Strategic Director in conjunction with the Group Manager - Human Resources will review the basis on which the employee was selected for redundancy and will confirm her/his decision in writing to the employee.

### Redeployment procedure

Any employees who are being displaced from their existing jobs; have been unsuccessful in being assimilated to “new” posts/jobs as a result of service re-organisation; or who are unwilling to accept a change to their service conditions and/or current working practices, will, wherever possible, be made an offer of suitable alternative employment.

This will be a post on the same grade and conditions as their current post or if this is not possible a post one grade down (with appropriate compensation) may be considered.

The Council will seek always to maximise redeployment opportunities and the Procedure ensures that the employees concerned will be treated fairly, consistently and in accordance with the Council’s Equal Opportunities Policy.

Employees on temporary contracts should not normally be accorded “at risk” status at the end of their employment contracts (unless they have more than 2 year’s continuous service).

A register of all employees designated, as being “at risk” will be held centrally within the Corporate Human Resources Section. All employees designated as being “at risk” will be asked to complete a Redeployment Application Form (held by the relevant Human Resources Section). This will help to improve the speed and effectiveness of matching employees to potential jobs. Support and assistance in the completion of the form will be offered to all employees by the Head of Service, Manager or Human Resources Officer.

Employees should always be given the option of supplementing the Redeployment form, when applying for a specific post, by completing the standard job application form.

Employees will be provided with details of all vacancies within the Council and will have 1 week following receipt of the list to express an interest in a vacancy by contacting their Services’ Human Resources Section or the Corporate Human Resources section either by telephone or in writing. The Human Resources Section will arrange for the employee to be given the full job(s) details of any posts that they show interest in being considered.

The employees must be kept up to date with arrangements for interviews etc. to facilitate effective redeployment.

### Suitable Alternative Employment

An employee who is in a potential redundancy or re-deployment situation will be given priority over all other applicants who are not similarly affected for potentially suitable vacancies. To be suitable, the job must be graded the same or lower (with appropriate compensation) than the employee’s previous post and have similar service conditions, status and skill requirements. This includes jobs involving work of a different kind, where the individual’s skills and attributes suggest the employee is capable of satisfactorily undertaking the work, or will be within a reasonable timescale following a short period of training.

Suitable training in this context will normally be on-the-job training but may in exceptional cases include off-the-job training where funding exists.

Each employee so affected will be interviewed by a Human Resources representative to discuss opportunities for redeployment. Employees may be accompanied either by their trade union representative, a work colleague or a friend at any of these meetings. Initially, the Human Resources representative will be responsible for discussing employment opportunities within the Council. Each employee's aptitude for undertaking different work, after training if necessary, will be assessed and a search made for appropriate vacancies.

Where a Human Resources representative, after discussion with the appropriate Head of Service and assessment of the job description and person specification, identifies a vacancy which is potentially suitable, the employee will be offered an interview for the post. The interview will be kept as informal as possible, however where tests are applicable, these will be carried out to assess suitability for the post. If s/he is assessed as being suitable, s/he will be offered the position on a four week trial period.

Where more than one employee is identified as suitable, competitive ring fenced interviews will be conducted. Any offer of an alternative job will be made in writing, even where it is believed that it may be rejected and the letter should indicate how the new employment differs from the old.

Where the employee is offered a trial period whilst working out her/his notice on her/his previous contract, s/he will continue to be paid in accordance with the terms and conditions of the previous contract up until the date of termination of that contract. If the job offer is lower than the employee's existing grade and the four-week trial period begins or continues after termination of the previous contract, the employee's grade-related earnings will be protected for the trial period. The purpose of the trial period is for the individual to try out the new post in order to enable an assessment to be made as to its suitability on the part of both parties.

Where the trial period is successfully completed, the appointment will be confirmed to the employee in writing with an appropriate Contract of Employment issued. Where the trial period is unsuccessful, then the Human Resources representative must be informed so that the search for other suitable employment may continue

### Extension of Trial Period

The trial period may be extended in exceptional circumstances for a further two weeks. This may be relevant, for example, where re-training is involved. The employee must always be informed in writing of any extensions and the reason for this.

### Entitlement to Redundancy Payments after Trial Periods

In cases where the employee has been given notice of dismissal for redundancy under her/his old job and the trial period commenced from or continued after the date of termination, and the employee works beyond the four weeks from the date of termination, any entitlement to a redundancy payment, should s/he eventually be

dismissed, will be lost as, in law, the employee will have been deemed to have accepted the new employment i.e. at the end of the four week trial period, if both parties accept the re-deployment, the right to a redundancy payment will be lost.

This fact should be made clear to the employee at the time the job is first offered and again when it is proposed to extend the trial period. This will not apply in circumstances where there is a genuine need to establish a longer trial period, i.e. in excess of four weeks but a maximum of six weeks for the purpose of re-training the employee for her/his new job. In these circumstances, a written agreement must be made between the Head of Service and the employee before the trial period is due to begin, specifying the date when the statutory trial period will end (i.e. four weeks from the date of termination of the employee's previous contract), the terms and conditions which will apply after that date, including the date when the trial period will come to an end. In this situation, the right to a redundancy payment in the event of ultimate dismissal will still exist.

In the case of a redundancy situation, where it is considered that the employee has unreasonably refused an offer of suitable alternative employment, it may be deemed that the employee has forfeited the right to a redundancy payment. This fact must be communicated to the employee in writing following further discussion with the employee and either her/his trade union representative or work colleague. If, in these circumstances, the employee is not given a redundancy payment, s/he will have a right of appeal to the relevant Strategic Director on the matter of their entitlement to a payment.

## **9. ORGANISATION CHANGES FOR SOME OTHER SUBSTANTIAL REASON**

There are occasions when the introduction of organisational change for sound service reasons does not give rise to a redundancy situation, i.e. the requirements of the service for employees to carry out work of a particular kind are neither ceasing nor diminishing, but nonetheless there is a need to make changes to working practices and some employees' contracts of employment.

Where it is necessary to change contracts of employment for reasons connected with the efficient operation of the service, management will seek to reach agreement to the change by consulting with the trade unions and the employees affected at the earliest opportunity, in accordance with the consultation arrangements set out in this document.

If it is not possible to reach agreement with either the trade unions on a collective basis or the individual employees concerned, then it may be necessary to inform the employees and their representatives that the change will be introduced from a stated future date. Should the trade unions and employees be unhappy with this suggested way forward, then a report will be submitted to the Leadership Group and the trade union(s) will have the opportunity to submit written comments. Should the outcome of the Leadership Group be to continue with this course of action, then employees must be given appropriate notice of termination of their existing contracts and then offered immediate re-engagement on a new contract under the new or revised terms. An individual's continuity of service will not be affected by this.

Where an employee is not willing to accept a new contract of employment, everything possible will be done under the Re-deployment Procedure, to assist the employee in

finding alternative work within the Council, on her/his existing salary, grade and other conditions of employment. If this is not possible a post one grade lower (with appropriate compensation) may be considered

## **10. NOTICE OF DISMISSAL**

The issue of notices of dismissal will normally occur when it is clear that no re-deployment opportunities are likely to arise within a reasonable timescale. Every effort will be made to find re-deployment opportunities up to the point of termination. At this point individuals will be advised of their right of appeal. The grounds of such an appeal can only be misapplication of this procedure and the appeal must be heard before the expiry of the notice period

Where it is necessary to issue notices of dismissal for reasons of either redundancy or some other substantial reason, then the following procedure must be followed:

- a letter must be sent to the employee advising them that a meeting has been arranged to discuss the issue of their continued employment with the Council. The letter will also state that they have the right to be accompanied either by a trade union official or work colleague.
- at the meeting, the following areas must be communicated to the employee:
  - i) give the reason for dismissal;
  - ii) give full contractual notice (payments in lieu of notice will not be made unless agreed with the employee)
  - iii) specify the date of termination;
  - iv) advise that should employees wish to terminate their employment prior to the termination date then they can waive their right to the balance of the contractual notice period subject to discussion with the relevant Head of Service
  - v) provide details of payments due, including any redundancy/severance pay;
  - vi) offer support and assistance (see “Counselling”)
- Following this meeting, a confirmation letter must either be handed to the employee or sent by Recorded Delivery, to the employee’s home address.

## **11. COSTS**

### Compensation Scheme

- Eligibility

The scheme will be applied where managerially it is necessary to make a change, which will give rise to a re-deployment situation and a reduction in grade for individuals – i.e. following a restructuring/service review. This scheme applies to full and part time employees and temporary employees who have been continually employed in the same post for more than 2 years.

This scheme will not apply when a reduction in earnings arises from a decision made by the employee to seek a lower graded job, or reduce their hours.

### Compensation Payment

Where an employee suffers a reduction in pay as a result of being matched or appointed to a post on a lower salary they will be entitled to a one off taxable compensatory payment. The payment will be calculated by taking the difference between the contractual weekly pay of the old role and the contractual weekly pay of the new role and multiplying this amount by the Council's redundancy formula for that employee i.e. 1.5 times the statutory redundancy weeks based on length of service and age multiplied by the difference in contractual weekly pay.

Compensatory payments will not be made where the employee is offered a suitable alternative role of at least the equivalent substantive salary within 4 weeks of moving to the new role.

### Compensation Costs

All costs associated with Compensation in terms of the differential in pay will be picked up by the original employing Service Area.

### Redundancy Costs

Any redundancy costs will be picked up by the original employing Service Area unless it is agreed with the Strategic Director - Corporate Resources that the payment can be financed from the corporate redundancy fund. This would include circumstances where an individual has been redeployed into a temporary post, and this concludes in less than 12 months. If the employee should then be subject to redundancy, redundancy costs will be borne by the previous service area.

### Pension Implications

In respect of protection of earnings for pension purposes, in line with the Local Government Pension Regulations, an employee who continues in local government employment at a lower grade may choose to have their final pay for pension purposes calculated as the average of their annual pensionable pay in any 3 consecutive years ending 31<sup>st</sup> March within the period of 10 years ending with the last day of active membership i.e. their retirement date from local government employment. Employees who require further details on this matter can contact the Dyfed Pension Fund, Carmarthenshire County Council, County Hall, Carmarthen SA31 1JP:

By phone on 01267 224155

By e-mail to [pensions@carmarthenshire.gov.uk](mailto:pensions@carmarthenshire.gov.uk)

## **12. RESTRUCTURING SERVICE AREAS**

As part of the process of restructuring service areas, clearly there will be occasions where existing or new job descriptions and person specifications will need to be reviewed or indeed created. When undertaking a review of posts / creating new posts, Heads of Service must formalise their proposals and then liaise with their respective Human Resource Section to discuss the first stages of the review process which will include the re-modelling or construction of the job description, person specification and post title, if applicable. These must then be forwarded to the Job Evaluation Team for evaluation. Prior to any discussions with employees, the finalised structure / job descriptions and person specifications will be discussed with the recognized trade unions.

All posts that fall within the framework for NJC for Local Government Services will be required to utilise the Council's Job Evaluation Procedure. It is important to note that this process is to be used where Heads of Service are the main drivers for the proposed changes. If an employee(s) is/are making the request themselves then the Council's agreed Re-grading Procedure must be followed.

The Management Guidelines at Appendix A provides further details in regards to the managing change process.

**APPENDIX A****MANAGING CHANGE PROCEDURE - MANAGEMENT GUIDELINES****STAGE 1 – RESTRUCTURING SERVICE AREAS**

**As set out in Section 12 of the Policy a review of the post(s) should be undertaken in consultation with Human Resources.**

**STAGE 2 – IDENTIFYING THE EMPLOYEES AFFECTED**

As set out in section 3 of the Policy, employees will be made potentially redundant as a result of decisions made on services and organisational structures. Wherever possible posts affected (but not individuals) should be specifically identified within the Report.

The position will be either:-

- i) The post or posts are deleted but there are no new or changed posts within the service identified as part of the restructuring for which potentially redundant employees could be considered. This would occur, for example if the Council ceased to provide a service. Employees affected in this way, should be immediately subject to the re-deployment procedure and re-deployment opportunities sought elsewhere in the Council.
- ii) The post or posts are deleted but the new structure creates new or changed posts for which employees should be considered on a priority basis (even though perhaps not all the employees affected will ultimately be able to be assigned to a post). A process therefore needs to be agreed to assimilate employees into these new or changed posts. This process will be a ring-fenced interview procedure. If all employees are not assigned to a post as a result of this process, then those still potentially redundant should be immediately subject to the re-deployment procedure and re-deployment opportunities sought elsewhere in the Council.
- iii) A reduction in the number of generic or similar posts (i.e. employees with the same basic job description within a service). This will require a selection process to reduce the numbers.

In relation to (i), (ii) and (iii) above, the posts or number of reduced posts for which the employees should be considered on a priority basis should be identified and the information must be given to the employees affected and the trade unions.

Employees affected, should be advised of their personal position by their line manager. It is essential in a redundancy situation to explain the position to the individuals personally and not simply to rely upon the trade unions to do so.

Employees affected should have explained to them that there will be a process of selection/ring-fenced interviews followed by re-deployment and that being identified as

potentially redundant does not mean that employees will necessarily be made compulsory redundant.

Every effort will be made to find a suitable post for them in the Council. At this stage it may also be useful to seek advice in relation to allowing employees to volunteer for premature retirement.

## **STAGE 3 – CONSULTATION**

Where new structures are agreed it will be necessary to consult the trade unions on the implementation and on any selection mechanism. Such consultation should be with a view to reaching agreement. The consultation should cover both the selection process and the composition of any selection groups (i.e. employees in the ring fence). Any disagreement can be referred to the Leadership Group

Both this selection process and re-deployment is about finding suitable jobs for employees at their existing level. It is not about gaining promotion or avoiding normal recruitment.

## **STAGE 4 –SELECTION MECHANISMS**

**Selection by interview, using a ring-fenced interview process** - A job description and a person specification should be prepared for every post and there should be consultation about this with the trade unions, as this effectively forms the selection criterion. The employees who are in the ring fence should also be identified. They are likely to be employees who currently carry out work, which is not dissimilar to that which will be carried out in the new structure and whose current grading is at that level.

Employees made potentially redundant by a restructuring/reorganisation should wherever possible be identified in at least one selection group. It will be a matter for local consultation with a view to reaching agreement as to what size the selection group should be. All employees in the selection group should be invited to complete a re-deployment application form fully demonstrating how they meet the person specification for the post.

The Panel should use the same short listing and interview process as set out in the Council's recruitment and selection procedure with the exception that the panel should consider the possibility of being able to re-train employees or provide some additional support over a short trial period. Failure to select at this stage will lead to an internal advert.

Employees who were in the original selection process can re-apply, but applicants will be invited from the full Council. This is in order that employees who potentially could do the job may be able to be considered before the post is externally advertised. In turn this may create a vacancy elsewhere in the Council, which may provide a re-deployment opportunity. The Council's recruitment and selection procedure should be applied - i.e. employees must meet the person specification for the job.

Where a generic group needs to be reduced, a mechanism for appointing from the ring-fenced group should be adopted using new person specifications and job descriptions. In addition, managers may wish to consider seeking volunteers for early retirement or volunteers for re-deployment.

Where there is an equal number of employees to posts and they can be assessed as meeting the requirements of the job then they can be directly assigned (i.e. slotted-in) without interview following consultation with the trade unions and employees affected.

If agreement cannot be reached or it is not practical to carry out a ring-fenced procedure, for example if there is insufficient time or the selection group is too large, then some other mechanism must be considered.

In all redundancy selection, the selection criteria used must be objective. The uncorroborated view of one individual will not be sufficient to meet this test. If other criteria are used then care must be taken that employees are being judged upon a common basis.

Where 'Last In, First Out' (LIFO) is used, it will be necessary to agree the length of service criteria that is going to be used before agreeing i.e. service with Ceredigion County Council or previous Councils? The application of LIFO to work group then ought to be tested for equal opportunities implications, i.e. by applying the criteria, management needs to determine whether the effect will disproportionately affect any group within the workgroup and give rise to indirect discrimination on the grounds of race, gender or disability.

## **EQUAL OPPORTUNITY ISSUES TO CONSIDER**

Where LIFO does give rise to indirect discrimination it should not be used.

Employees on maternity leave or on long term sick leave should be contacted at home and given the same information and opportunities as their colleagues so they can participate in the selection process.

## **DISABILITY**

There is a duty of reasonable adjustment and this should be borne in mind in re-deployment or where employees are ring-fenced. Protection to employees who are registered disabled is now not explicit (as there is no RDP registration) so managers need to be particularly careful to ensure that applying selection criteria does not inadvertently discriminate against disabled employees.

**APPENDIX B****VOLUNTARY EARLY RETIREMENT SCHEME****1. Purpose of the Scheme**

This scheme applies to those individuals responding to a formal invitation from the Council for early retirement volunteers, and where it can be clearly demonstrated that such early retirements would be in the interests of the efficient exercise of the Council's functions.

**2. Eligibility Criteria**

The scheme applies to all employees (including those employees employed wholly on Teachers terms and conditions) employed by Ceredigion County Council and who meet all the conditions outlined below:

- The employee is an employee of Ceredigion County Council at the time a formal request for consideration is made and remains an employee up to the time of his/her early retirement, if it is granted.
- The employee is, or will be, 55 years of age or over as at 31<sup>st</sup> March XXXX and has, or will have, been a member of the Local Government Pension Scheme for a minimum of 3 months.
- It is clearly in the interest of the Council to grant early retirement and there are sustainable financial and/or non-financial benefits arising from the retirement of that particular individual.
- The County Council is prepared to certify that the employee ceased to hold local government employment in the interests of the efficient exercise of their functions.
- The employee's Head of Service, and the Council's Leadership Group, supports the early retirement.
- The employee is willing to accept that his/her employment will terminate by mutual agreement (thus he/she will have no entitlement to notice, pay in lieu of notice or redundancy pay).

**3. Financial Package**

Having satisfied the eligibility criteria the employee will be entitled to receive an unreduced standard annual retirement pension based on their pensionable annual earnings (normally contractual earnings for 12 months prior to retirement), and the number of years they have been in membership of the pension scheme; and retirement grant (for pre 1<sup>st</sup> April 2008 service) .

The Council's Leadership Group will decide on how the costs arising from the employee's premature retirement will be funded. The savings identified as a result of premature retirement being granted must be permanent and represent long-term reductions in operating/service delivery costs, and must be reported in accordance with the procedure outlined in the following section, prior to any decision being reached.

#### **4. How to Apply**

Employees (excluding the Chief Executive, Strategic Directors and Heads of Service) must in the first instance discuss the matter with their Heads of Service, or an officer nominated by them to handle such matters. If following these discussions the employees wish to formally approach the County Council for consideration to be given to their early retirement, this must be made in writing to their Head of Service. If a positive response is received from the Head of Service, a request can be made to the Group Manager - Human Resources, Neuadd Cyngor Ceredigion, Penmorfa, Aberaeron, SA46 0PA for an estimate of the pension benefits they could receive should they decide to pursue their application.

Heads of Service wishing to support an individual's early retirement must, prepare a business case for the Council's Leadership Group to consider detailing:

- Why the application is being supported.
- The efficiency improvements that will be gained by granting early retirement.
- The identifiable costs/savings associated with granting early retirement and any other related costs or changes which may arise there from (e.g. re-gradings).
- How any identifiable costs associated with the premature retirement can be justified in the light of the efficiency improvements.

If the Head of Service does not support the request the individual must be informed in writing of his/her decision together with a brief report outlining the reason/reasons why support is being withheld.

Only requests that have the support of the individual's Head of Service will be forwarded to the Leadership Group for consideration. The Strategic Director – Corporate Resources will, on behalf of the Council, formally notify each employee of the Leadership Group's decision (i.e. approval or rejection) after prior consultation and agreement with the Cabinet Member with responsibility for Corporate Services, Improvement and Performance Management.

Individuals who feel that support for their request has been unfairly withheld by their Head of Service has a right of appeal to the relevant Strategic Director. However, there is no contractual right to voluntary early retirement. The decision made in any application will therefore be final.

Requests made by Chief Executive, Strategic Directors and Heads of Service will be dealt with separately.

## **5. Period of this Scheme**

This scheme is **only** available for those that meet the criteria referred to above and make an application for early retirement within 28 days from the date of the formal invitation letter.

## **6. Termination of the Scheme**

The Scheme does not form part of an employee's conditions of employment and is operated solely at the discretion of the Council, which reserves the right to withdraw or amend without notice.

**APPENDIX C****VOLUNTARY SEVERANCE SCHEME****1. General Principles**

- 1.1 Due to the impact of Government funding cuts, Ceredigion County Council is facing a serious budget reduction for 2015/16 and, with further cuts anticipated, for the following years. These are therefore challenging times which mean that substantial budgetary savings have to be identified, and this may result in the need to reduce the size of the Council's workforce.
- 1.2 The Cabinet and Leadership Group recognise and appreciate the huge amount of effort that staff are putting in to deliver high quality services and improve efficiency. The Council is also committed to working with employees and Trade Unions to minimise the impact of budget reductions on its services and workforce.
- 1.3 As part of a package of measures to address the ongoing budget pressures, this Voluntary Severance Scheme will provide a means for the Council to provide financial support to employees who leave their employment early due to efficiency. This Severance Scheme is in addition, and does not replace, any other schemes available under the Council's Managing Change Policy.
- 1.4 It should be noted, however, that the Council reserves the right to refuse requests from employees seeking release under the Scheme where it is considered that their skills need to be retained. The scheme will be driven by the needs of the organisation, and the maintenance of an appropriate and high quality skills base to ensure maintenance of efficient and effective provision of Council services.
- 1.5 The Council reserves the right to consider alternatives to voluntary severance such as redeployment, natural wastage / turnover and service redesign.

**2. Who does the Scheme apply to?**

- 2.1 The Scheme will be available to all members of staff that have a minimum of 2 years qualifying service.
- 2.2 The scheme does **not** apply to any of the following categories of staff on the date they submit their expression of interest:
  - Employees who have already resigned or who are working their notice – including terminations for disciplinary or capability reasons.
  - Employees who have already been notified they are 'at risk' of redundancy, as the Council's redundancy procedures will apply to such employees;
  - Employees who have accepted a different position internally may not make an application under the scheme in respect of their current role; and

- Employees employed by locally managed schools where the governing body will determine their own policy.

### **3. What are the severance terms on offer?**

#### **3.1 Employees aged 55 or over** on a prescribed date will be able to receive:

- (i) The early unreduced release of their pension benefits (accrued benefits up to the date of termination); **and**
- (ii) A lump sum discretionary severance payment based on the statutory ready reckoner – with, currently, a multiplier of 1.5 applied - or such other multiplier as may be approved by the Council. The ready reckoner attached as Appendix 1 may be used to establish the number of weeks' entitlement.

The payment is then calculated as follows:

No of week's entitlement based on age and years of service x 1.5\* x weekly pay.  
(\*Note: unless a different multiplier is approved by the Council.)

Weekly pay is calculated by dividing the annual contractual salary by 365 and multiplying by 7 e.g. £28,922 ÷ 365 x 7 = £554.67 per week

- (iii) The voluntary severance payment is inclusive of the statutory redundancy payment.

#### **3.2 Employees who are under 55 years of age** on a prescribed date will be eligible to receive the lump sum discretionary severance payment as set out at 3.1(ii) above.

#### **3.3 Voluntary severance** ends the employment contract through mutual consent on, or before, an agreed date.

#### **3.4 Termination of employment on voluntary grounds** is by mutual agreement between the employee and employer. There will be a mutually agreed date of termination, with no period of notice on either side, no compensation payment in lieu of notice and no compensation in lieu of annual leave or flexitime credits which would otherwise be accrued during a period of notice.

#### **3.5 Employees are advised**, if they feel it necessary, to seek independent financial advice before making an actual application for voluntary severance. The County Council cannot offer advice to employees as to whether or not to make an application under this scheme.

### **4. Process**

#### **4.1 An employee that is interested and wishes to apply for Voluntary Severance** will need to complete an Expression of Interest form (see Appendix 2), and submit it to the Strategic Director for Corporate Resources by an agreed closing date that will be notified to staff at the appropriate time.

- 4.2 The Strategic Director for Corporate Resources will then arrange to distribute the forms to the relevant Strategic Director. The relevant Strategic Director will critically review the expression of interest forms received to determine whether requests can be considered, how many requests can be supported, and whether business cases can be made to release the staff on an operationally and financially viable basis.
- 4.3 The respective Strategic Directors will inform the Strategic Director for Corporate Resources of the requests that can, or cannot, be supported.
- 4.4 If the Strategic Director considers that the application can proceed then a business case (see Appendix 3) must be completed and submitted to the Leadership Group for approval.
- 4.5 If the application is approved, the business case must be signed by the respective service's Strategic Director, Chief Executive, Strategic Director for Corporate Resources and the Cabinet Member with responsibility for Corporate Services, Improvement and Performance Management.
- 4.6 There is no contractual right to voluntary severance. The decision made by the Council in any application will be final. Therefore there is no appeals process within this scheme.
- 4.7 Please do not contact the Pensions Section to request an estimate of your pension benefits. This will only be provided once the relevant Strategic Director has notified the Strategic Director for Corporate Resources that the Expression of Interest is supported (as per 4.3 above).
- 4.8 Some useful guidance and information on pension entitlement can be found on the Dyfed Pension Scheme Website including an online calculator  
<https://mypensiononline.dyfedpensionfund.org.uk/altairMSSWeb/login>
- 4.9 Staff will not be committed to any expressions of interest until required to sign an Acceptance form and Settlement Agreement, as appropriate, which confirm termination of employment on a date no later than the prescribed date. **Once signed the Authority is not obliged to accept any subsequent request that may be made to withdraw from the agreement.**
- 4.10 Employees who voluntarily leave the Council's employment under this Scheme cannot work in any capacity for the Authority, including on a casual basis, until at least 1 year has elapsed since their termination of employment. Under no circumstances should an employee be re-appointed into the same or similar job to the one in which s/he was employed at the time of leaving. All such appointments should be made via the Authority's usual recruitment procedures.

However, in exceptional circumstances employees may be re-employed by the Council prior to 1 year, subject to the agreement of the Chief Executive and Leader of the Council. In approving a re-employment the Authority will need to be satisfied that:

- the rate of pay applied to the work undertaken by the re-engaged employee should be that appropriate to the work to be done and not the grading which applied to the employee prior to the end of their current contract;
- the employment should be for a fixed term, not exceeding one year, unless there are exceptional circumstances; and
- the arrangement must provide financial / operational advantage to the Council.

This will be operated entirely at the Council's discretion and the decision in respect of each application will be final.

- 4.11 Please contact your service HR Advisor should you require any further clarification in respect of the Voluntary Severance Scheme.
- 4.12 The scheme will be applied consistently to all employees (subject to scheme criteria) irrespective of race, colour, ethnic or national origins (including citizenship), language, disability, religion, belief or non-belief, age, sex, gender reassignment, sexual orientation, parental, marital or civil partnership status, pregnancy or maternity.
- 4.13 If you have any equality and diversity concerns in relation to the application of this policy and procedure, please contact a member of the HR Team who will, if necessary, ensure the policy/procedure is reviewed accordingly.

## 5. **Exception to the above Process**

- 5.1 **The above process applies to all members of staff below the level of Strategic Directors. Any expressions of interest for Voluntary Severance submitted by the Chief Executive, or any of the Strategic Directors, will be dealt with in their entirety by the Council's Leader and Deputy Leader.**

## APPENDIX D

### FLEXIBLE RETIREMENT POLICY

#### 1. Introduction

- 1.1 The Council is committed to providing more choice and flexibility to its employees who wish to ease into retirement, making their transition from working life to retirement an enjoyable one.
- 1.2 The Council recognises that attracting and retaining a well-trained, well-motivated, flexible and mixed age workforce, with a wide range of skills and experience, is essential to the provision of quality services.

#### 2. Background

- 2.1 In accordance with the Local Government Pension Scheme Regulations (LGPS), an employee can retire from age 55. However pension benefits may be actuarially reduced if benefits are drawn before normal retirement age (state pension age).

#### 3. Flexible Retirement

- 3.1 An employee aged 55 or over can request that he/she:

- reduces his/her hours; and/or
- moves to a lower grade

and draws his/her accrued pension benefits (in part or in full).

- 3.2 If Council consent is given to flexible retirement then in most cases pension benefits will be actuarially reduced. In exceptional circumstances the Council has discretion to determine not to apply all or part of this reduction. This would only be used where there is a robust business case justifying the cost.
- 3.3 Alternatively, an employee could continue working on reduced hours or grade and decide to defer drawing benefits until normal retirement age (state pension age), when there would be no actuarial reductions.

#### 4. Pension Implications

- 4.1 The practice of “abatement” (which would restrict an employee from receiving a combined sum of pension and new pay package which was greater than the original pay package) is not applicable to pension benefits payable as a result of flexible retirement.
- 4.2 The employee will remain in the pension scheme and accrue a second pension based on the reduced hours/grade. These benefits will become payable at their normal retirement age (state pension age), or at least one day before the member’s 75<sup>th</sup>

birthday should the employee choose to remain working beyond normal retirement age (state pension age). The employee will be covered for all pension benefits on the second record such as ill health retirement and death in service, and can even buy Additional Regular Contributions or pay Additional Voluntary Contributions.

## 5. Eligibility

- 5.1 The employee must be in membership of the Local Government Pension Scheme (LGPS) for at least 2 years.
- 5.2 Where an employee remains in post beyond normal retirement age (state pension age), flexible retirement remains a permissible option up until at least one day before the member's 75<sup>th</sup> birthday.
- 5.3 The employee must meet the following relevant benchmark, applicable to full time and part time employees alike, if his/her application for flexible retirement is to be approved:
  - **Reduced hours** applicable to a flexible retirement will be at least 40% reduction of those worked (which equates to 2 days for a full time employee).
  - **Reduced "pay"** for a flexible retirement will be at least a reduction of 2 Grades e.g. from Grade 12 to Grade 10.
- 5.4 In relation to the above, the Council will consider applications with a lower percentage reduction in hours, or lower pay grade reduction, only in **exceptional circumstances**.
- 5.5 Final retirement date should be agreed at the outset as part of the application, and should be no longer than 2 years from the commencement date of the flexible retirement agreement, unless there are **exceptional circumstances** that would justify a longer period
- 5.6 A request for a gradual reduction in hours over a period of time may be considered, in which case the business case should detail the proposed reduction in hours, the dates of the reduction, and the proposed final retirement date.
- 5.7 The reduction in hours or grade, once approved, cannot be reversed.
- 5.8 Once an application has been agreed there will be no trial period.

## 6. Determination of requests for flexible retirement

- 6.1 There is no automatic right for employees to continue working on reduced hours or grade, whilst drawing pension benefits. However, all such requests will be considered in a reasonable manner.
- 6.2 It will be the responsibility of the employee to ensure that he/she obtains all necessary information about pension benefits payable, additional voluntary contributions etc. and other financial matters to inform his/her decision to take flexible retirement. Employees may wish to seek independent financial advice before making this decision.

- 6.3 Flexible retirement will not be granted if it gives rise to additional costs for the Council, except where there is an approved and robust business case, which justifies those costs.
- 6.4 Each case will be considered on its merits and will only be agreed if it is in the economic and/or operational interests of the service. Consideration will be given to costs (including to the pension scheme), efficiencies, service delivery and workforce planning. For example, flexible retirement may be beneficial in enabling a successor to be trained or may be part of an organisational change where offsetting savings or other “efficiency gains” are planned.

## 7. Flexible Retirement Applications Procedure

- 7.1 “Reduced hours” flexible retirement applications will be processed in three stages as follows:
  - (a) provisional application to be submitted by the employee to the Head of Service;
  - (b) if the application to reduce working hours is successful, the employee should submit Part One of the application form set out in **Appendix 1** to his/her Head of Service who will instruct the Human Resources section to request an estimate of pension benefits;
  - (c) if the employee wishes to proceed with his/her application, having received the estimate of pension benefits, he/she should complete Part Two, to formally apply for flexible retirement and the release of pension benefits.
- 7.2 “Reduced pay” flexible retirement applications will be processed in three stages as follows:
  - (a) application to be submitted by the employee for a suitable vacant post within the Council in accordance with the Council’s Recruitment and Selection policy; or redeployment to be sought to a suitable post in accordance with the relevant Ceredigion Council employment policy;
  - (b) if successful in being appointed/redeployed to the relevant post, the employee should submit Part One of the application form set out in Appendix 1 to his/her Head of Service who will instruct the Human Resources Section to request an estimate of pension benefits;
  - (c) if the employee wishes to proceed with his/her application, having received the estimate of pension benefits, he/she should complete Part Two, to formally apply for flexible retirement and the release of pension benefits.
- 7.3 Applications for “Reduced Hours” and “Reduced Pay” can be considered at the same time.
- 7.4 Stages (a) and (b) will generally be taken forward simultaneously.

## **8. Approval of Flexible Retirement Applications**

- 8.1 All flexible retirement applications are subject to the approval of the Head of Service, Group Manager - Human Resources and Leadership Group.
- 8.2 Requests made by Chief Executive, Strategic Directors and Heads of Service for flexible retirement will be dealt with separately.

## **9. Appeals Mechanism**

- 9.1 The application process for flexible retirement is discretionary on the part of the Council and therefore there is no formal right of appeal where an application is not approved.

## **10. Use of discretion to waive actuarial reductions**

- 10.1 If consent is given for flexible retirement before normal retirement age (state pension age), in most cases, pension benefits will be actuarially reduced. In exceptional circumstances, the Council has discretion to determine not to apply all or part of this reduction.
- 10.2 However, this discretion will only be used where there is a robust business case justifying the cost.

## **11. Review**

- 11.1 This Flexible Retirement Policy has been introduced as a result of the Employer discretion available within the Local Government Pension Scheme (Amendment) (No.2) Regulations 2006 and may change as a result of future changes to the Regulations.
- 11.2 The operation of this Policy will be reviewed within 12 months of implementation, and periodically thereafter.

## Appendix 1

### REQUEST FOR FLEXIBLE RETIREMENT

#### PRIVATE & CONFIDENTIAL

##### Personal Details:

Name: \_\_\_\_\_

Pay number: \_\_\_\_\_

Date of birth: \_\_\_\_\_

Job Title: \_\_\_\_\_

Service: \_\_\_\_\_

##### Details of request:

Part One – awaiting estimate of benefits

##### ***For reduction in hour's applications only:***

My application, in accordance with the Council's Reduced Hours Working Scheme, has been approved by my Head of Service and the signed approval form is attached. Yes/No

This means that my hours would reduce from \_\_\_\_\_ (insert current number) per week to \_\_\_\_\_ (insert proposed number) per week.

##### ***For reduction in grade applications only:***

My current grade is \_\_\_\_\_. I have been offered the post of \_\_\_\_\_ (insert job title), and the grade is \_\_\_\_\_.

If agreed, I would like flexible retirement to commence from \_\_\_\_\_

An estimate of benefits in relation to this application has been requested from the Dyfed Pension Fund.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## **Part Two – upon receipt of estimate of benefits**

I have received an estimate of benefits in relation to this application from the Dyfed Pension Fund.

I have read and understood the Council's Flexible Retirement Policy.

I would like to apply for flexible retirement on the basis outlined above.

I note, and accept, that this application does not guarantee that my request will be granted.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_