

Public Document Pack

Date of meeting **Wednesday, 2nd October, 2013**
Time **7.00 pm**
Venue **Committee Room 1, Civic Offices, Merrial Street,
Newcastle-under-Lyme, Staffordshire, ST5 2AG**
Contact **Julia Cleary**

Staffing Committee

AGENDA

PART 1 – OPEN AGENDA

- 1 Apologies**
- 2 Declarations of Interest**
- 3 Minutes of the Employee Joint Consultative Committee (16-9-2013) (Pages 1 - 4)**
- 4 Employee Recognition Scheme (Pages 5 - 16)**
- 5 Time off for Dependants Policy and Procedure (Pages 17 - 26)**
- 6 Replacement Equipment Issued to Staff - Charging Policy (Pages 27 - 34)**
- 7 Auto Enrolment in Local Government Pension Scheme (Pages 35 - 36)**

Members: Councillors Mrs Hambleton (Chair), Holland, Howells, Olszewski, Rout, Stubbs, Sweeney, Turner, Miss Walklate, White and Mrs Williams

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

This page is intentionally left blank

EMPLOYEES CONSULTATIVE COMMITTEE

10.00 am, Monday, 16 September 2013

Present:-	Councillor Mrs Elizabeth Shenton – Chair
Councillors	Loades, Plant, Sweeney, Taylor.J and Turner
Employee representatives:-	Phil Bartels (GMB/Apex), Kim Graham (Unison) Gary Morgan (GMB/Apex) and Anne-Marie Ruscoe (GMB/Apex)
In attendance:-	Councillors Sandra Hambleton (Chair of the Staffing Committee)
Officers:-	Richard Durrant (Head of Human Resources), Sarah Taylor (HR Manager) Paul Washington (Principal Solicitor)and Jayne Briscoe (Democratic Services Officer)

1. APOLOGIES

Paul Pickerill (GMB/Apex), Jackie Cicatello (Unison),

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. EXCLUSION OF PRESS AND PUBLIC

Resolved: That the press and public be excluded from the meeting during the consideration of items 4 to 9 inclusive as there would be likely to be a disclosure of exempt information as defined in paragraph 4 of Part I of Schedule 12A of the Local Government Act 1972.

4. MINUTES OF LAST MEETING

The minutes of the meeting held on 17 June 2013 were approved as a correct record and signed by the Chair.

5. REVIEW OF EMPLOYEE RECOGNITION SCHEME

A report was submitted to obtain the Committee's views/comments on proposed revisions to the council's employee awards scheme.

Members of the committee discussed various revisions, including those which had been proposed by the previous Chair of the Committee and by the trade unions. The trade unions commented that, whilst not seeking to actively oppose the scheme they had recently put forward its removal as a potential budget saving.

A timetable for the 2013 programme for voting and judging was outlined. It was suggested that the scheme be reviewed again at the January meeting of the Committee and to help in this process the comments sections be included on the voting form to help assess the view of employees on the scheme be obtained together with figures on the numbers of staff participating in the voting process.

Resolved: That a report reviewing the Employee Recognition Scheme be submitted to the 20th January 2014 meeting of this Committee, the

report is to include employees' comments on the current scheme together with the numbers of staff participating in the voting process.

6. **LOCAL GOVERNMENT PENSION SCHEME (LGPS) AUTO ENROLEMENT – OPTION ON TRANSITIONAL DELAY**

A report was submitted for the view of the Committee on a proposal to implement 'Transitional Delay' in relation to automatic enrolment of existing employees into the Local Government Pension Scheme.

Auto Enrolment is a new law that has been introduced to help people save for their retirement and requires employers to enrol workers who meet certain criteria into a qualifying workplace pension scheme (including the LGPS).

The Pension Regulator had scheduled 1 November as the date for Newcastle Borough Council to commence Auto Enrolment of new employees who meet the criteria, however the council is able to delay automatically enrolling existing jobholders into the LGPS until October 2017 by applying a 'Transitional Delay' option.

All employees would be informed about how Auto Enrolment would affect them within one month of 1 November 2013 as required by legislation with eligible employees able to elect to join the LGPS if Transitional Delay were to be implemented if they so wish.

The potential maximum cost to the council of not applying a Transitional Delay was estimated to be approximately £0.75m, although this amount could be higher as there may be a number of eligible 'casual' employees who may then decide to stay in the scheme. The actual cost was, however, likely to be much lower than this and would depend on how many existing employees who were automatically enrolled subsequently decided to opt out again.

Resolved: That 'Transitional Delay' be implemented.

ATTENDANCE MANAGEMENT

A report was submitted on progress regarding attendance management, together with a graph which set out short and long term absence as requested at the last meeting of the Committee.

Absence rates continued to be reported to the monthly Departmental Management Team meetings to help ensure that Heads of Service and Business Managers were consistent and proactive in their approach and that early Occupational Health referrals were made in all cases of potential long-term sickness. Other measures already in place regarding preventative/educational health workplace initiatives included

- Cancer awareness
- Smoking cessation
- Bone density screening
- Cholesterol testing

Resolved: That the Attendance Management report be noted and reviewed in 6 month's time.

7. **REVIEW OF CHARGING ARRANGEMENTS FOR REPLACEMENT EQUIPMENT ISSUED TO STAFF**

A report was submitted to obtain the view of the Committee on a proposed revised policy designed to ensure a more consistent and robust approach to dealing with instances when equipment issued to staff required replacement as a result of their negligence.

The types of equipment issued to staff varied considerably across the authority as did replacement cost. There was already an obligation on employees to take reasonable measures to use and maintain equipment appropriately and to take reasonable precautions regarding its security. This had been taken into account in developing the proposed policy, together with what action was considered to be reasonable and appropriate in circumstances where an employee may have been negligent in this respect and in particular where they had been persistently negligent.

An initial policy had been previously endorsed and referred to the Staffing Committee on 9 July 2013 when it had been resolved that the policy be redrafted to ensure that it was clear and robust in relation to negligence and referred back to this Committee for further consideration.

The Trade unions had indicated that they accepted the revised policy and that they would be monitoring its implementation.

Resolved: That the proposed revised policy be endorsed and a report be submitted to this Committee in 12 months.

8. **ENHANCEMENTS FOR NIGHT WORKING – REVISED PROPOSAL**

This item was withdrawn from the agenda pending ongoing negotiations. It was agreed that, should these negotiations be concluded in time, the item be referred to the Chair of this Committee, forwarded to the Staffing Committee; and a report back submitted to this Committee.

9. **TIME OFF FOR DEPENDENTS POLICY AND PROCEDURE**

A report was submitted to obtain the view of the Committee on a proposed Policy and Procedure advising employees of their statutory right to unpaid time off to deal with emergencies relating to dependents of their statutory right to unpaid time off to deal with emergencies relating to dependents, the process to be followed when requesting time off and the conditions that apply.

Under the Employment Rights Acts 1996 and 1999, employees have a statutory right to take a reasonable amount of time of work to deal with unexpected and/or sudden emergencies and to make any necessary longer-term care arrangements for dependents. The right does not include entitlement to pay.

The trade unions were in agreement that it should be implemented but wished the council to consider paying the employees for the first day of any period of 'dependents' leave and the occasions/reasons/cost to the authority be monitored to inform a review of the policy after a year.

It was agreed that section 6 of the proposed Policy and Procedure relating to Rights during time off for dependents

be amended to read that

During a period of time off to care for dependents, the employee will remain employed, ***and pay and contractual benefits will remain in place at the manager's discretion.***

- Resolved:**
- (1) That the agreed amended wording to Section 6 of the proposed policy be considered by the October Staffing Committee
 - (2) That the policy be implemented and monitored and a further report be submitted to this committee in 6 months.

COUNCILLOR MRS ELIZABETH SHENTON
Chair

The meeting concluded at 11.40 am.

REVIEW OF EMPLOYEE RECOGNITION SCHEME**Submitted by:** Executive Management Team**Portfolio:** Finance and Resources**Purpose of the Report**

To obtain approval for proposed revisions to the council's employee awards scheme 'We Couldn't Have Done It Without You'.

Recommendation

That the revised Scheme attached at Appendix A be approved.

1. Background

- 1.1 The Employee Recognition Scheme was introduced in 2010.
- 1.2 At a meeting of the Employees Consultative Committee (ECC) in November 2010, the trade unions raised some concerns about the nomination/voting processes, in particular concerning advice/guidance to staff regarding voting. The ECC recommended that a trade union representative be invited to sit on the judging panel but this recommendation was not subsequently adopted.
- 1.3 At its meeting in October 2011, the ECC discussed the Scheme again and a vote was recorded with a majority (4 trade union members and one elected member) indicating they did not accept the Scheme due to the Committee's previous recommendation not being implemented.
- 1.4 The Chief Executive attended the next ECC meeting in January 2012 to present a report on the composition of the judging panel and the process for deciding the winners. The Committee resolved to receive the report and that in future, feedback regarding the Committee's recommendations be fed back from the Executive Management Team (EMT) on a more regular basis.
- 1.5 The trade unions subsequently submitted a further item to the June 2012 ECC meeting requesting that a member of Committee (either a trade union member or an elected member) be allowed to sit on the judging panel to ensure fairness and transparency ... to understand how the process works ... and that the elected person could then be involved in any reviews and amendments so as to be able to report back to the ECC. The ECC resolved that the matter be deferred pending the Staffing Committee being formally constituted.
- 1.6 At its meeting on 17 October 2012 the ECC recommended the Chair sit on the judging panel for the 2012 awards, monitor the subsequent review of the process and feed back to the Committee. In the event, the then Chair of the ECC, Councillor Taylor, was invited to attend the judging panel as an observer.
- 1.7 Councillor Taylor subsequently confirmed that, in his view, there were no problems at all with the process but he has recommended that in future, the Chair of the ECC also be a panel member.

- 1.8 Following last year's awards, it was considered that it should be clarified that senior managers (EMT and Wider Management Team members) should not be eligible to be nominated for awards.
- 1.9 A revised Scheme incorporating Councillor Taylor's recommendation and clarification regarding EMT/WMT nominations (see tracked changes) is attached at Appendix A.
- 1.10 There are seven categories of awards. The total number of nominations received/votes recorded over the last two years are as follows:

Total nominations received	2011	2012
The Person that Makes Me Smile	24	30
Employee of the Year	29	22
Customer Excellence Award	17	33
Leadership Award	30	24
Behind the Scenes	29	38
Trainee or Newcomer of the Year	11	14
Team Award	22	36
Total votes recorded The Person that Makes Me Smile	102	197

2. **Issues**

- 2.1 The revised Scheme was discussed at a meeting of the Head of Human Resources, the Chair of the ECC and the trade unions on 15 August 2013. At the meeting the trade unions accepted that members of EMT and WMT should not be eligible for awards.

However, with regard to Councillor Taylor's recommendation that:

The Chair of the Employees Consultative Committee (ECC) be included on the Judging Panel

The trade unions were of the view that this should be the Chair of the Employees Consultative Committee or *their nominee*. (The nominee to be a member of the ECC – either an elected member or a trade union representative.

- 2.2 Further changes proposed by the trade unions as follows:

- The trade unions' view is that some staff who are nominated for awards do not wish to be considered for an award and that the Scheme should incorporate provision for individual employees who have been nominated to be able to opt not to be considered for an award.
- The trade unions are also of the view that the current arrangement that the winner of 'The Person that Makes me Smile' award is invited to be a member of the judging panel can be intimidating and stressful for the employee involved. They suggested that it should be made clear that they are not obliged to attend.

- 2.3 Your Officers are supportive of the further changes to the Scheme proposed by the trade unions, which were also subsequently endorsed at the ECC meeting on 16 September 2013 and these have also subsequently been incorporated into the revised Scheme at Appendix A. During the meeting the trade unions indicated that whilst not seeking to actively oppose

the Scheme, they had recently put forward its removal as a potential budget saving. The Committee has also requested a further review of the Scheme to be carried out in 2014.

3. **Legal and Statutory Implications**

3.1 None.

4. **Equality Impact Assessment**

4.1 Apart from senior managers, all employees are eligible to be nominated for awards.

5. **Financial and Resource Implications**

5.1 The total annual cost of the awards and awards ceremony is around £1,200. However, there is a resource requirement in relation to time spent by HR and Communications staff in organising and promoting the voting, panel and awards ceremony.

6. **Major Risks**

6.1 None.

7. **Earlier Cabinet/Committee Resolutions**

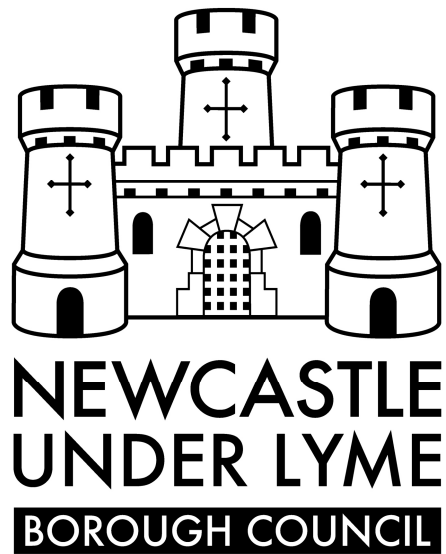
Employees Consultative Committee

November 2010
October 2011
January 2012
June 2012
October 2012
September 2013

8. **List of Appendices**

Appendix A – Current Employee Recognition Scheme with proposed revisions highlighted

This page is intentionally left blank



Employee Recognition

‘We couldn’t have done it without you’

July 2010
Revised: October 2011
October 2013

1. Introduction

- 1.1 This scheme awards employees that demonstrate and deliver on the council's values and recognises that our people are our greatest asset.
- 1.2 The scheme recognises and values staff contributions that make a difference to delivering excellent services for our local communities.
- 1.3 The scheme promotes and supports a culture where new ideas are shared and good practice and innovation is recognised throughout the organisation.

2. Objective

- 2.1 To formally celebrate employees' contributions and achievements in relation to customer service excellence and service improvement.

3. The Process

- 3.1 The Chief Executive will host an annual 'We Couldn't Have Done It Without You' award ceremony to celebrate and reward the best nominations for the year from across the council.
- 3.2 The scheme will reward outstanding contribution and achievements by employees nominating and voting for their colleagues who go that little bit further than their normal job responsibilities.
- 3.3 Categories of Awards
 - **The Person that Makes me Smile Award** – nominated by staff followed by staff vote (£75)
This person is always smiling and speaks to people in the corridors and has a generally happy approach to work.
 - **Employee of the Year** – nominated by staff and decision by panel (£100)
Somebody who has demonstrated dedication and commitment to their job beyond the call of duty. It may be where they have made a significant contribution to their team or to customers.
 - **Customer Excellence Award** – nominated by staff and decision by panel (£50)
Awarded to a member of staff who provides excellent customer service, listens to their customers requirements and demonstrates a flexible approach.
 - **Leadership Award** – nominated by staff and decision by panel (£50)
Awarded to an employee who has demonstrated leadership, shown motivational leadership skills, is supportive of others and is an inspiration to those around them. It can be within a team, on a particular issue but where clear direction has been shown. It doesn't have to be a manager – it can be anyone who has clearly shown leadership in their role.

- **Behind the Scenes** – nominated by staff and decision by panel (£50)
This is someone who is always there in the background but without their valuable contribution or hard work, something may not have been achieved or things would not run as smoothly.
- **Trainee or Newcomer of the Year** – nominated by staff and decision by panel (£50)
A trainee or new employee who has excelled in their short period of time here at the council.
- **Team Award** – nominated by staff and decision by panel (£100)
Recognises a team who have made a really valuable contribution to the council over and above their current role and which has resulted in real benefits, meeting their goals and objectives by going that extra mile. A team that work well together and takes a proactive approach to their work, whilst helping and supporting each other.

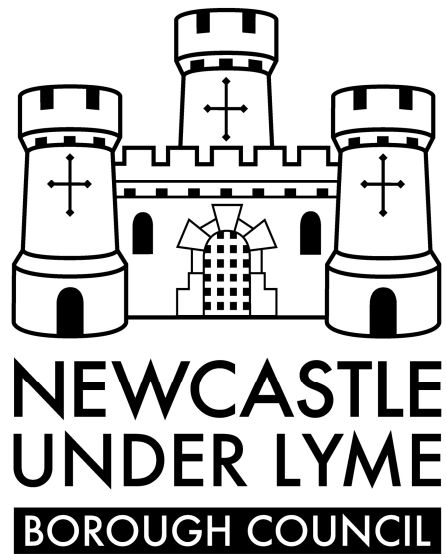
- 3.4 **Nominations** for all categories are put forward in October by completing an on-line form on *e-voice* or completing a paper copy which can be posted in boxes that are placed around the Civic Offices, Depot and Leisure Centres. Staff will be asked to nominate a colleague for an award stating the reasons why they should win. Staff can only nominate one person for each category and one team for the Team Award. Members of the Executive Management Team and the Wider Management Team cannot be nominated for awards and staff cannot nominate the same person more than once for any individual category. However, staff can nominate the same person for more than one individual category. Staff who have been nominated will be given the option of whether or not they wish to be considered for an award.
- 3.5 **Voting** – Staff may only vote for one candidate in the ‘Person that makes me Smile Award’ category and may not vote for an employee more than once.
- 3.6 Names of staff nominating or voting for candidates will be identifiable for scrutiny purposes but will not be disclosed to candidates.

4. The Panel

- 4.1 The judging panel will include one Executive Director, one Head of Service, Head of Communications, Head of Human Resources, the Finance and Resources Portfolio Holder and the Chair of the Employees Consultative Committee (ECC) or their nominee drawn from members of the ECC. The previous year’s winner of ‘The Person that Makes me Smile’ award will also be invited to be a member of the judging panel but will be advised that they are not obliged to attend if they do not wish to
- 4.2 The judging panel will:
- Contribute to and support the implementation of the scheme;
 - Decide on the winners based on the reasons as well as numbers (apart from ‘The Person that Makes me Smile’ award which is voted for by staff via *e-voice* and paper ballots).
- 4.3 The winners will all be announced at the ‘We Couldn’t Have Done It Without You’ event held in November. Cabinet Members will be invited to attend the event.

5. Review of Scheme

- 5.1 This scheme will be reviewed 5 years from the date of implementation, or sooner if there is a requirement to meet legal, statutory or good practice standards.



Employee Recognition

(Incorporating Panel Guidance)

'We couldn't have done it without you'

July 2010
Revised: October 2011
October 2013

1. Introduction

- 1.1 This scheme awards employees that demonstrate and deliver on the council's values and recognises that our people are our greatest asset.
- 1.2 The scheme recognises and values staff contributions that make a difference to delivering excellent services for our local communities.
- 1.3 The scheme promotes and supports a culture where new ideas are shared and good practice and innovation is recognised throughout the organisation.

2. Objective

- 2.1 To formally celebrate employees' contributions and achievements in relation to customer service excellence and service improvement.

3. The Process

- 3.1 The Chief Executive will host an annual 'We Couldn't Have Done It Without You' award ceremony to celebrate and reward the best nominations for the year from across the council.
- 3.2 The scheme will reward outstanding contribution and achievements by employees nominating and voting for their colleagues who go that little bit further than their normal job responsibilities.
- 3.3 Categories of Awards
 - **The Person that Makes me Smile Award** – nominated by staff followed by staff vote (£75)
This person is always smiling and speaks to people in the corridors and has a generally happy approach to work.
 - **Employee of the Year** – nominated by staff and decision by panel (£100)
Somebody who has demonstrated dedication and commitment to their job beyond the call of duty. It may be where they have made a significant contribution to their team or to customers.
 - **Customer Excellence Award** – nominated by staff and decision by panel (£50)
Awarded to a member of staff who provides excellent customer service, listens to their customers requirements and demonstrates a flexible approach.
 - **Leadership Award** – nominated by staff and decision by panel (£50)
Awarded to an employee who has demonstrated leadership, shown motivational leadership skills, is supportive of others and is an inspiration to those around them. It can be within a team, on a particular issue but where clear direction has been shown. It doesn't have to be a manager – it can be anyone who has clearly shown leadership in their role.

- **Behind the Scenes** – nominated by staff and decision by panel (£50)
This is someone who is always there in the background but without their valuable contribution or hard work, something may not have been achieved or things would not run as smoothly.
- **Trainee or Newcomer of the Year** – nominated by staff and decision by panel (£50)
A trainee or new employee who has excelled in their short period of time here at the council.
- **Team Award** – nominated by staff and decision by panel (£100)
Recognises a team who have made a really valuable contribution to the council over and above their current role and which has resulted in real benefits, meeting their goals and objectives by going that extra mile. A team that work well together and takes a proactive approach to their work, whilst helping and supporting each other.

- 3.4 **Nominations** for all categories are put forward in October by completing an on-line form on *e-voice* or completing a paper copy which can be posted in boxes that are placed around the Civic Offices, Depot and Leisure Centres. Staff will be asked to nominate a colleague for an award stating the reasons why they should win. Staff can only nominate one person for each category and one team for the Team Award. Members of the Executive Management Team and the Wider Management Team cannot be nominated for awards and staff cannot nominate the same person more than once for any individual category. However, staff can nominate the same person for more than one individual category. Staff who have been nominated will be given the option of whether or not they wish to be considered for an award.
- 3.5 **Voting** – Staff may only vote for one candidate in the ‘Person that makes me Smile Award’ category and may not vote for an employee more than once.
- 3.6 Names of staff nominating or voting for candidates will be identifiable for scrutiny purposes but will not be disclosed to candidates.

4. The Panel

- 4.1 The judging panel will include one Executive Director, one Head of Service, Head of Communications, Head of Human Resources, the Finance and Resources Portfolio Holder and the Chair of the Employees Consultative Committee (ECC) or their nominee drawn from members of the ECC. The previous year’s winner of ‘The Person that Makes me Smile’ award will also be invited to be a member of the judging panel but will be advised that they are not obliged to attend if they do not wish to.
- 4.2 The judging panel will:
- Contribute to and support the implementation of the scheme;
 - Decide on the winners based on the reasons as well as number of nominations received.
- 4.3 ‘The Person that Makes me Smile’ award will be voted for by staff via *e-voice* and paper ballots. The panel does not vote on this category.
- 4.4 The panel votes on the other six categories to avoid the bigger departments automatically winning. The panel will rank their favoured candidates and

issue them with points. Top scoring candidate allocated 5 points, next highest 4 points etc, eg

<i>Panel (collective score)</i>	<i>Staff nominations</i>
<i>Candidate A – 5 points</i>	<i>B – 5 points</i>
<i>Candidate B – 4 points</i>	<i>D – 4 points</i>
<i>Candidate C – 3 points</i>	<i>C – 3 points</i>
<i>Candidate D – 2 points</i>	<i>A – 2 points</i>
<i>Candidate E – 1 point</i>	<i>E – 1 point</i>

The points scores are then added together and who scores the most points is the winner.

In the above example, the winner is Candidate B 4 + 5 = 9 points

5. The Event

5.1 The winners will all be announced at the ‘We Couldn’t Have Done it Without You’ event held in November.

The event will consist of the following:

- Food buffet
- Open invitation for nominated individuals/teams and their managers to attend
- The winners will receive certificates and prizes

5.2 Costs

Award Category	Net Payment to Employee(s)
PMSA	£75
EOY	£100
CEA	£50
LA	£50
BTS	£50
TON	£50
TA	£100
Total	£475

Estimated cost of awards to include oncosts @ 65% £785

Estimated cost of buffet/balloons/certificates etc £415

Total annual cost of scheme @ £1,200

6. Review of Scheme

6.1 This scheme will be reviewed 5 years from the date of implementation, or sooner if there is a requirement to meet legal, statutory or good practice standards.

TIME OFF FOR DEPENDANTS POLICY AND PROCEDURE**Submitted by:** Executive Management Team**Portfolio:** Finance and Resources**Purpose of the Report**

To obtain approval for a proposed Policy and Procedure advising employees of their statutory right to unpaid time off to deal with emergencies relating to dependents, the process to be followed when requesting time off and the conditions that apply.

Recommendation

That the proposed Policy and Procedure attached at Appendix A be approved.

1. Background

- 1.1 Under the Employment Rights Acts 1996 and 1999, employees have a statutory right to take a reasonable amount of time off work to deal with unexpected and/or sudden emergencies and to make any necessary longer-term care arrangements for dependants.
- 1.2 The right to time off is available to all employees from their first day of employment and whether they work full-time or part-time. The legislation does not state a specific allowance of time off in an emergency, as this is likely to vary depending on individual circumstances. However, it is considered that in the majority of cases one or two days should be sufficient.
- 1.3 The right does not include entitlement to pay.

2. Issues

- 2.1 To date, very few Newcastle Borough Council employees have taken time off under the Regulations. However, it is good practice for employers to have a policy and procedure in place so that staff are made aware of their entitlement to time off and the process to be followed.
- 2.2 The Head of HR and the Chair of the Employees Consultative Committee (ECC) met with the trade unions on 15 August 2013 to discuss a proposed Policy and Procedure (copy attached at Appendix A). The trade unions were in agreement that it should be implemented but wished to the council to consider paying employees for the first day of any period of 'dependants leave'. They have suggested that if this is agreed, the number of occasions/reasons/cost to the council could be monitored to inform a review of the policy after one year.
- 2.3 The proposed Policy and Procedure was subsequently discussed at the ECC meeting on 16 September 2013. The ECC endorsed the Policy and Procedure but has recommended that instead of pay being suspended when employees take time off work to deal with unexpected and/or sudden emergencies and to make any necessary longer-term care arrangements for dependants (see section 6 of the policy) they should continue to receive pay (and contractual benefits) 'at the manager's discretion'.
- 2.4 The ECC has also recommended that instances of employees taking time off under the policy should be monitored and reported back to the ECC after 6 months.

- 2.5 It is difficult to predict the likely number of occasions/potential cost to the council of adopting an approach involving payment of 'dependants leave'. However, your Officers are of the view that proposals for time taken off under the Policy to be paid should not be supported, either for the first day, or for the whole period of 'dependants leave' due to:
- The potential for additional costs (pay, and in some cases, pay for staff to cover absence) when there is currently an ongoing requirement for the council to make budget savings;
 - The approach could compromise the objectives/use of approved flexible working arrangements which are designed to be mutually beneficial to the council and employees;
 - The potential for other, previously agreed arrangements to be compromised (see paragraph 2.8).
- 2.6 Generally, employees prefer not to lose pay when having to take time off at short notice. In circumstances when an employee needs to leave work immediately to deal with an emergency situation, arrangements tend to be made retrospectively, usually for annual leave to be taken, or the hours lost to be made up, either via the flexitime scheme or otherwise.
- 2.7 Payroll records indicate that for the 12 month period to 16 September 2013, only one individual, a Streetscene employee, had pay deducted as a result of having to take time off work to deal with an unexpected emergency relating to a dependant. On this occasion the employee specifically requested unpaid leave as they did not wish to use annual leave for this purpose.
- 2.8 The current Guidance for Managers and Staff in relation to situations affecting dependants during adverse weather conditions was issued in January 2010 following consultation with the trade unions and provides:

'Employees who are unable to get to work due to the weather conditions should use annual leave, flexi leave or compensatory leave in the first instance.

Requests for additional unpaid leave will be treated sympathetically but will be at the manager's discretion, taking into account the requirements of the service.

Employees who may be required to be at home to care for dependants (eg, to care for children in the event of school closures) are encouraged to use annual leave, flexi leave or compensatory leave in the first instance. However, employees have the statutory right under the Employment Rights Act 1996 to take a reasonable amount of unpaid time off to care for dependants in certain circumstances, provided they notify their employer as soon as is reasonably practicable.'

3. **Legal and Statutory Implications**

- 3.1 Implementation of the proposed Policy and Procedure will ensure the council continues to comply with the Employment Rights Acts 1996 and 1999 and that best practice is followed when dealing with future requests.

4. **Equality Impact Assessment**

- 4.1 The Policy and Procedure as proposed will ensure a consistent approach to processing requests from staff.

5. **Financial and Resource Implications**

- 5.1 Under the Employment Rights Acts, the right to take a reasonable amount of time off work to deal with unexpected and/or sudden emergencies and to make any necessary longer-term care arrangements for dependants does not include entitlement to pay.
- 5.2 If it is decided that such leave should be unpaid, few requests are likely. However, on occasions there may be an indirect cost when it is necessary to backfill a post of a person who is taking 'dependants leave'. It is anticipated that these costs would be met from within existing approved budgets.
- 5.3 It is difficult to estimate the potential demand for/cost of paid dependants leave and this would have to be monitored to determine whether the increased costs could be met from within existing approved salary budgets.

6. **Major Risks**

- 6.1 None.

7. **List of Appendices**

Appendix A – Proposed Time Off for Dependants Policy and Procedure.



TIME OFF FOR DEPENDANTS POLICY AND PROCEDURE

Originated: February 2013

DRAFT

June 2007

CONTENTS

	Page No
1. What is time off for dependants?	1
2. Who can take time off for dependants?	1
3. Who is a dependant?	2
4. How much time off can an employee take?	2
5. Conditions of time off for dependants	2
6. Rights during time off for dependants	2
7. Misuse of the entitlement	3
8. Multiple contracts	3
9. Review of policy and procedure	3

DRAFT

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

TIME OFF FOR DEPENDANTS POLICY AND PROCEDURE

1. What is time off for dependants?

This is a statutory right under Section 7A of the Employment Rights Act 1996, as amended by the Employment Rights Act 1999, which allows employees to take a reasonable amount of time off work to deal with unexpected and/or sudden emergencies and to make any necessary longer term care arrangements for dependants.

The right does not include an entitlement to pay.

Some examples of issues which may require an employee to take time off are as follows:

- **If a dependant falls ill, or has been injured or assaulted** – The illness or injury may not necessarily be serious and may be mental or physical. It can be a result of an ongoing condition which is deteriorating and may therefore require occasional care. The right to time off is also available where a dependant has been assaulted and requires care, this may not necessarily be a physical injury, but could be to provide comfort or help to the individual.
- **When a dependant is having a baby** – Where necessary an employee can take time off to assist a dependant when she is having a baby. This does not include taking time off after the birth of the child (See also Parental Leave Policy and procedure).
- **To make longer term care arrangements** – Where a dependant needs to be cared for because of an illness or injury, the employee can take time off work to make longer term care arrangements. This could mean making arrangements to employ a carer or taking a sick child to stay with a child minder or relative.
- **To deal with the death of a dependant** – When a dependant dies, an employee can take time off to make funeral arrangements, as well as attend the funeral. If the funeral is overseas then the employer and employee will need to agree a reasonable length of absence acceptable in such circumstances. (See also arrangements for Bereavement Leave.)
- **To deal with an unexpected disruption or cancellation of care arrangements for a dependant** – Time off can be taken where the normal carer for the dependant is unexpectedly unavailable; for example a child minder/carers may fail to arrive as arranged or the nursery/care home may be closed unexpectedly.
- **To deal with an unexpected incident involving the employee's child during school hours** – An employee can take time off to deal with a serious incident involving his/her child during the school day. For example if the child has been injured or is being suspended from school.

2. **Who can take time off for dependants?**

The right to time off is available to all employees whether they work full-time or part-time. There is no qualifying period in order to be able to take time off in an emergency; this entitlement exists from an employee's first day of employment. In the event that both parents are employed by the authority it is recognised that there will be occasions that both parents may need to take time off to care for the dependant(s). In the event of such an emergency employees are requested to discuss the arrangements with their respective line manager and Human Resources if necessary.

3. **Who is a dependant?**

A dependant is the husband, wife, partner (if living together), child or parent of the employee. It also includes someone who lives in the same household, for example an elderly grandparent. The entitlement does not however include tenants or employees, such as live-in house keepers etc.

In the case of illness or injury a dependant may also be someone who relies on the employee for assistance. Some examples might be an elderly relative whom the employee ordinarily looks after outside of work or a neighbour living alone. In these cases time off would be allowed if the employee was the closest on hand at the time of the emergency.

4. **How much time off can an employee take?**

The legislation does not state a specific allowance of time off in an emergency, as this is likely to vary depending on individual circumstances. In the majority of cases one or two days should be sufficient to deal with the problem and if necessary make longer term care arrangements. Entitlements do not extend, for example up to a period of two weeks in order to care for a sick child. The legislation is designed to provide for unseen emergencies. If an employee knows in advance that time off will be required then they are advised to book annual leave or other leave for which they are eligible. Employees are advised to speak with their line manager and if necessary Human Resources if a dispute arises regarding the amount of time off permitted. In the event that an informal resolution cannot be achieved, employees should refer to the authority's formal Grievance Procedure.

5. **Conditions of time off for dependants**

Due to the nature of the requirement to take time off for dependants, employees are not required to give notice in writing of the requirement. Employees are, however required to inform their line manager in person, wherever possible of the requirement to take time off and the expected time that they will be away from work. Where it is not practical to inform the line manager in person, employees are asked to email, leave written notification or confirm via a message, the reason for the absence.

In the event of a change to circumstances which require an extension to the period of time off or which allow the employee to return to work earlier than expected, the employee should discuss the extension/return in advance with their line manager, wherever possible.

6. **Rights during time off for dependants**

During a period of time off to care for dependants, the employee will remain employed, although most pay and most contractual benefits will be suspended. The right to accrue statutory holiday entitlement will however remain in place. During time off for dependants employees will be entitled to the implied obligation of trust and confidence, and any terms and conditions of employment relating to:

- Notice of termination;
- Redundancy compensation; and
- Disciplinary and grievance procedures.

During any period of time off to care for dependants employees will not make any contributions to the Local Government Pension Scheme. However, if employees want this unpaid period to count as pensionable service they are advised to contact Payroll to arrange payment.

Employees taking time off for dependants are bound by the implied obligation of good faith and any terms and conditions of employment relating to:

- Notice of termination;
- Disclosure of confidential information;
- The acceptance of gifts or other benefits; and
- Participation in any other business/outside interests.

7. **Misuse of the entitlement**

Any misuse of the entitlement will be dealt with under the Council's disciplinary procedure. The following are examples of misuse:

- Taking time off to care for dependants for purposes other than caring for a dependant as defined in section 3.
- Making a false statement as to the requirement to take time off to care for a dependant as defined in section 1.

8. **Multiple contracts**

Where an employee works in more than one Service Area/Directorate of the Council this will not affect the total entitlement to time off. It is suggested that the employee and the relevant line managers in addition with Human Resources, if necessary, agree a suitable period of time off at the earliest opportunity. (It is recognised that this may not be reasonably practicable in the event of a serious emergency).

9. **Review of policy and procedure**

The policy will be reviewed every three years by Human Resources or sooner if necessary in the light of experience gained from its operation and emerging best practice.

This page is intentionally left blank

REPLACEMENT EQUIPMENT ISSUED TO STAFF – POLICY ON CHARGING ARRANGEMENTS/SANCTIONS**Submitted by:** Executive Management Team**Portfolio:** Finance and Resources**Purpose of the Report**

To obtain the approval for a revised Policy on the arrangements for charging/disciplining staff regarding replacement equipment.

Recommendation

That the revised Policy attached at Appendix A be approved.

1. Background

1.1 Following a recent review to establish the types and cost of equipment issued to staff across all service areas, a proposed policy on the charging of staff for replacement equipment (or if appropriate the issue of disciplinary sanctions) was considered at your meeting on 9 July 2013. A copy is attached at Appendix A.

2. Issues

2.1 At the meeting it was resolved that the policy be redrafted and reformatted to ensure that it is clearer and more robust in relation to employee negligence and referred back for further consideration.

2.2 A revised and reformatted policy has therefore been produced and is attached at Appendix B. The revised policy was discussed at a meeting of the Head of Human Resources, the Chair of the Employees Consultative Committee (ECC) and the trade unions on 15 August 2013. The trade unions indicated that they accepted the revised policy but that they intend to monitor its implementation.

2.3 The revised policy was subsequently endorsed at the ECC meeting on 16 September 2013.

3. Legal and Statutory Implications

3.1 None.

4. Equality Impact Assessment

4.1 Implementation will ensure a consistent approach is taken in relation to all employees.

5. Financial and Resource Implications

5.1 Implementation of the policy will ensure that full/part recovery of the cost of items requiring replacement as a result of employee negligence.

6. Major Risks

6.1 None.

7. **List of Appendices**

Appendix A – Proposed Policy on Charging Arrangements for Replacement Equipment Issued to Staff discussed at the Staffing Committee in July 2013.

Appendix B - Proposed Revised Policy

ORIGINAL DRAFT (JULY 2013)

Policy on Charging Arrangements for Replacement Equipment Issued to Staff

1. Employees will not normally be required to pay the cost of any item issued to them that requires replacement as a result of their negligence on the first occasion.
2. Where it is considered that an employee has been negligent regarding the loss of an item, they will be advised in writing that in the event of the further loss of any items as a result of their negligence within a 12 month rolling period, they may be required to pay the replacement cost of the item (or a proportion thereof) as is considered to be reasonable in all the circumstances by the relevant Business Manager.
3. Any employee who feels that the amount to be repaid as determined by the Head of Service to be unreasonable, may make a complaint using the Grievance Procedure.
4. However, where it is considered that as a result of an employee's negligence, there would be one or more of the following:
 - a significant cost of replacing the item/potential for cost to be incurred by the council as a result of the loss
 - a risk of data security or asset security being compromised
 - a risk of reputational damage to the council
 - a breach of health and safety policies or procedures

The matter should be referred to the relevant Head of Service who will determine whether disciplinary action is appropriate.
5. When dealt with under the Disciplinary Procedure, repayment of the cost (or part thereof) of the item to be replaced may be incorporated into any disciplinary penalty issued.

REVISED DRAFT (OCTOBER 2013)

Newcastle-under-Lyme Borough Council

Replacement Equipment Issued to Staff – Policy on Charging Arrangements/Sanctions

1. Introduction

- 1.1 The types of equipment issued to staff varies considerably, as does replacement cost. There is an obligation on employees to take reasonable measures to use and maintain equipment appropriately and to take reasonable precautions regarding its security.
- 1.2 The policy takes this into account, together with what action is considered to be reasonable and proportionate in circumstances where an employee may have been negligent in this respect and in particular where they have been persistently negligent.

2. Charging Arrangements/Sanctions

- 2.1 Employees will not normally be required to pay the cost of any item issued to them that requires replacement unless it is considered they have been negligent.
- 2.2 Where it is considered that an employee has been negligent regarding the loss of an item, they will be required to pay the replacement cost of the item (or a proportion thereof) as is considered to be reasonable in all the circumstances by the relevant Business Manager (or Head of Service in cases where a Business Manager has been negligent).
- 2.3 Any employee who feels that the amount to be repaid as determined by the Business Manager (or Head of Service) to be unreasonable, may make a complaint using the Grievance Procedure.
- 2.4 Where it is considered that as a result of an employee's negligence there would be one or more of the following:
 - a significant cost of replacing the item/potential for cost to be incurred by the council as a result of the loss
 - a risk of data security or asset security being compromised
 - a risk of reputational damage to the council
 - a breach of health and safety policies or procedures

the matter should be referred to the relevant Head of Service who will determine whether disciplinary action is appropriate.

- 2.5 When dealt with under the Disciplinary Procedure, repayment of the cost (or part thereof) of the item to be replaced may be incorporated into any disciplinary penalty issued.

3. Examples of items of equipment issued/estimated replacement costs

- 3.1 Examples of items/equipment issued and estimated replacement costs are detailed at Appendix A. Please note that the list is not exhaustive.

4. Review

- 4.1 The policy (including Appendix A) is reviewed annually by Human Resources.

Classification: NULBC PROTECT Organisational

Examples of Items/Equipment issued and Replacement Costs – October 2013

Category of Equipment	Item Provided	Estimated Replacement Cost (varies dependent on type)	Service Area	Dept	
Clothing - Footwear	Boots/Shoes	£9.99 - £49.95	Leisure	OP	
			Streetscene		
			Waste Operations		
			Waste & Recycling		
			Civil Enforcement		RD
	Safety Boots/Shoes including Steel Toe Capped	£15.95 - £50.72	Admin	OP	
			Landscape Development		
			Parks & Toilets		
			Waste & Recycling		
	Wellingtons	£8.50 - £19.40	Housing	RD	
Environmental Services					
			Planning		
			Landscape Development	OP	
Clothing - Outdoor	Caps	£2.20	Streetscene	OP	
	Gloves/Protective Gloves	£1.33 - £9.64	Leisure		
			Parks & Toilets		
			Streetscene		
			Waste Operations	RD	
	Jackets/Rain/Waterproof	£38.99 - £85.95	Environmental Services	RD	
			Civil Enforcement		
			Housing		
			Env Services		
			Planning		
			Customer Services		RS
			Landscape Development		OP
	Parks & Toilets				
Waste & Recycling					
Clothing - Protective	Hard Hats/Helmets	£6.82	Landscape Development	OP	
			Streetscene		
			Waste Operations		
			Waste & Recycling		
	Ear defenders	£2.50	Housing	RD	
			Env Services		
			Planning		
	Ear protection	£4.00 - £10.00	Planning	RD	
	Ear protection	£4.00 - £10.00	Streetscene	OP	
			Waste Operations		
	Eye protection	£6.70	Streetscene	OP	
	Goggles	£1.85	Leisure	OP	
	Masks	£8.30	Leisure	OP	
	Masks - Dust	£10.00	Environmental Services	RD	
Overalls/Boilersuits	£3.60 - £31.95	Environmental Services	RD		
		Leisure	OP		
		Waste & Recycling			

Classification: NULBC PROTECT Organisational

	White Coveralls	£2.95 - £25	Streetscene	OP
	Hi Viz Coat	£16.04 - £25.15	Streetscene	OP
			Waste Operations	
			Admin	
			Waste & Recycling	
			Landscape Development	RD
	Housing			
	Environmental Services			
	Hi Viz Vest/Waistcoat	£2.15	Planning	RD
			Parks & Toilets	OP
Streetscene				
Waste Operations				
Admin				
Landscape Development				
Clothing - Uniform	Fleece Jacket	£10.00 - £11.05	Admin	OP
			Parks & Toilets	
	Jumpers	£16.95	Civil Enforcement	RD
	Polo Shirts/ Tops	£5.75 - £8.00	Waste & Recycling	OP
			Parks & Toilets	
	Shirts/Blouses	£6.95 - £21.21	Admin	OP
			Customer Services	RS
			Civil Enforcement	RD
	Sweat shirt	£7.34 - £12.50	Environmental Services	RD
			Streetscene	OP
			Waste Operations	
			Parks & Toilets	
	Tabbard	£8.50	Parks & Toilets	OP
	Tee Shirt Tops	£11.05	Leisure	OP
			Customer Services	RS
Tee Shirts	£3.32	Environmental Services	RD	
		Streetscene	OP	
		Waste Operations		
Tie	£2.95	Civil Enforcement	RD	
Trousers	£23.95 - £34.95	Civil Enforcement	RD	
		Customer Services	RS	
Trousers/Waterpro of Trousers	£8.73 - £18.25	Streetscene	OP	
		Waste Operations		
		Parks & Toilets		
Inspection white coat	£20.18	Environmental Services	RD	
Inspection white hat	£9.88	Environmental Services	RD	
Equipment - Other	ID Cards	£2.29	ALL	ALL
	Barrier Fob - Civic Offices Car Park	<£3.00	Any staff who park in the Civic Offices Car Park	ALL
	Barrier Fob - Depot	£2.89	Any staff who park at the Depot	OP/RD
	Name Badges	£4.75	Customer Services	RS
	Depot Gate Key	£5.00	Parks & Toilets	OP
	Desk Name plates	£8.95	Customer Services	RS
	Brief case / Work bag	£32.00	Housing	RD
Planning				

Classification: NULBC PROTECT Organisational

	Papais Lock Keys	£14.25	Parks & Toilets	OP
	Parks Master Key	£58.00	Parks & Toilets	OP
Equipment - First Aid	Safety Pouch with resuscitation mask	£5.99 - £12.25	Leisure	OP
	First Aid Kit	£10.95 - £21.55	Env Services	RD
			Waste Operations	OP
Equipment - IT	Becrypt Sticks	£5.00	ICT	ALL
	USB sticks		ICT	ALL
	Dictation Machine	£29.16	Planning	RD
	Cullmann Tripod and extension pole	£120.00	Env Services	RD
	Telephones – (Homeworkers only)	£165.00	ICT	ALL
	Camcorder	£100 - £200	Planning	RD
	Civil Enforcement - handheld computer	£240.00	Civil Enforcement	RD
	Digital Camera	£50.00 - £500	Planning	RD
			Civil Enforcement	
			Landscape Development	OP
			ICT	RS
	Loan equipment- projectors & screens, laptops	£600.00	ICT	ALL
	Mobile Phones	£60.00 - £450	ICT	ALL
Laptops/tablet PCs	£400 - £900	ICT	ALL	
Photocheck PID	£1,200.00	Env Services	ALL	
Equipment - Materials	Cleaning equipment (kept at the Toilets)	Various	Parks & Toilets	OP
Equipment - Technical (Office Equipment used and returned)	Carbon monoxide detector	£30.00 - £115.00	Environmental Services	RD
	Probe thermometer	£56.00	Environmental Services	RD
	Damp metre	£115.00 - £350.00	Housing	RD
	Light meter LUTRON lx-1108 s/nQ122129	£130.00	Environmental Services	RD
	Infra red thermometer	£420.00	Environmental Services	RD
	Dip Meter	£460.00	Environmental Services	RD
	4231 Calibrator x 3	£600.00	Environmental Services	RD
	2236 Sound Level Meter Equipment x 2 (Incl Microphone x 4, & extension BZ , preamplifier)	£2,500.00	Environmental Services	RD
	GA 2000 Gas Analyser	£2,500.00	Environmental Services	RD
	2250 Matron Light x 3 (Incl Case type BZ & Handswitch BZ)	£5,000.00	Environmental Services	RD
	Shaw City Gas Clam	£7,500.00	Environmental Services	RD

Equipment - Tools	Tape measure	£10.00	Landscape Development	OP
			Housing Planning	RD
	Whistle	£5.95 - £19.83	Leisure	OP
	Torch	£4.95 - £49.30	Housing Planning	RD
			Ladders (Office equipment)	£80.00
	Tools & other equipment (eg spades, spikes, tool box etc) Issued & returned daily	Various Prices	Streetscene	OP
			Parks & Toilets	
			Waste Operations	
	Chainsaw - issued to Tree Operatives	£426.00 - £767.00	Streetscene	OP
Full arboricultural kit - issued to Tree Operatives	£550.00	Streetscene	OP	

LOCAL GOVERNMENT PENSION SCHEME (LGPS) AUTO ENROLMENT – OPTION ON TRANSITIONAL DELAY

Submitted by: Executive Management Team

Portfolio: Finance and Resources

Purpose of the Report

To obtain the approval to implement 'Transitional Delay' in relation to automatic enrolment of existing employees into the Local Government Pension Scheme.

Recommendation

That the option to implement Transitional Delay on 1 November 2013 be approved.

1. **Background**

1.1 Auto Enrolment is a new law that has been introduced to help people save for their retirement. It requires employers to enrol workers who meet certain criteria into a qualifying workplace pension scheme (including the LGPS). Employers must enrol employees into a workplace pension scheme if they:

- are not already in one;
- earn over £9,440 a year (£787 a month) and
- are age 22 or over.

1.2 The Pension Regulator has scheduled 1 November 2013 as the date Newcastle Borough Council is to commence Auto Enrolment of new employees who meet the above criteria. However, the council is able to delay automatically enrolling *existing* eligible jobholders into the LGPS until October 2017 by applying a 'Transitional Delay' option.

1.3 There are currently around 30 employees (excluding casuals) who will meet the automatic enrolment eligibility criteria but who are not currently contributing LGPS members. If it is decided not to implement the 'Transitional Delay', it will be necessary for these employees to be automatically enrolled into the LGPS on 1 November 2013. They would need to be notified that they can subsequently opt out if they wish but they must be enrolled initially.

1.4 The trade unions were briefed about the Transitional Delay option at a meeting with the Head of HR and the Chair of the Employees Consultative Committee (ECC) on 6 September. The matter was subsequently considered by the ECC on 16 September when the recommendation to implement Transitional Delay was endorsed.

2. **Issues**

2.1 The potential maximum cost in employers' pension contributions that could be incurred by the council for the period November 2013 to October 2017 in the event that all current eligible employees who are not LGPS members (excluding casuals) were automatically enrolled on 1 November 2013 *and none of these employees subsequently opted out*, is around £0.75 million. This amount could be higher as there may also be a number of eligible 'casual' employees who would need to be automatically enrolled on 1 November 2013 and who may then decide to stay in the Scheme.

- 2.2 In practice, the actual cost is likely to be very significantly lower, as the majority of employees who would be automatically enrolled may well choose to immediately opt out again. Although this would significantly reduce potential employer contribution costs, it should be borne in mind also that some admin resource would be need to be devoted to processing the enrolments and the subsequent opt-outs.
- 2.3 It should be noted that in the event that Transitional Delay is implemented, eligible employees will still be able to elect to join the LGPS at any time if they so wish. Whatever decision is made regarding 'Transitional Delay', the legislation requires us to write to all our employees to inform them about how Auto Enrolment (and if appropriate Transitional Delay) will affect them within one month of 1 November 2013.
- 2.4 Staffordshire County Council, who are the Administering Authority for the Staffordshire Local Government Pension Scheme, have already been required to implement Auto Enrolment and have exercised the option on Transitional Delay. It is understood that of the district councils in Staffordshire, three have already decided on implementing or are recommending implementation of Transitional Delay and all others are strongly considering implementing Transitional Delay.

3. **Legal and Statutory Implications**

- 3.1 The council is required by law to implement Auto Enrolment on 1 November 2013 and it is necessary for a decision on Transitional Delay to be made prior to this date and for employees to be notified in writing about whether/how Auto Enrolment/Transitional Delay will affect them and, if so, what options are available to them.

4. **Equality Impact Assessment**

- 4.1 The implementation and application of Auto Enrolment/Transitional Delay is defined by law and it is a requirement that the criteria are applied consistently to all employees.
- 4.2 All existing and all new employees at the Borough Council currently have a contractual right to opt to join the Local Government Pension Scheme at the start of their employment or at any time during their employment. This will not change and so it is considered that implementation of Transitional Delay would have no significant differential impact.

5. **Financial and Resource Implications**

- 5.1 The potential maximum cost to the council in employers' pension contributions of not applying Transitional Delay has been estimated at around £0.75m, although the amount could be higher as there may be a number of casual employees who, if automatically enrolled on 1 November 2013, then decide to stay in the Scheme.
- 5.2 However, the actual cost is likely to be much lower than this and will depend on how many existing employees who were automatically enrolled subsequently decided to 'opt-out' again.
- 5.3 If Transitional Delay is not implemented, there will be a resource demand on Payroll/HR staff in processing the automated enrolment of eligible existing staff and also in processing the subsequent 'opt-outs'.

6. **Major Risks**

- 6.1 None.