

**MINUTE of MEETING of CENTRAL SCOTLAND VALUATION JOINT BOARD held within HILLSIDE HOUSE, LAURELHILL, STIRLING on FRIDAY 10 SEPTEMBER 2010 at 10 a.m.**

**PRESENT:** Depute Provost McLaren; Councillors Biggam, Blackwood, Goss, Hughes, McNeill, Nimmo, Paterson, Patrick, Meiklejohn (substituting for Councillor Ritchie) and Simpson.

**CONVENER:** Councillor Simpson

**APOLOGIES:** Councillors Balsillie, C MacDonald & Ritchie.

**ATTENDING:** Assessor; Treasurer; Assistant Assessor (P Wildman); Susan Mackay (Clackmannanshire Council) and Assistant to Clerk (S Barton)

**DECLARATIONS OF INTEREST:** None.

#### **VJB9. PRESENTATION BY ASSESSOR AND ELECTORAL REGISTRATION OFFICER**

The Board heard a presentation from Brian Byrne, Assessor and Electrical Registration Officer. The presentation covered the following:-

- The specific duties of the Assessor, including valuations and as ERO dealing with the registration of electors
- The core activities, being the updating and maintenance of the Valuation Roll, the Council Tax List and the Electoral Register
- The Statutory posts of the Assessor
- That the Assessor is answerable to the Valuation Joint Board for the running of services and to the Scottish Courts for valuations and registrations
- The responsibilities of the Valuation Joint Board
- The purpose of valuation and the different methods used for valuation
- Appeals – who deals with them and how to go about submitting one
- Scottish Assessors' Association – functions, joint working and resource sharing

The Convener thanked Mr Byrne for his informative presentation.

#### **VJB10. MINUTE**

There was submitted (circulated) and **APPROVED** Minute of Meeting of Central Scotland Valuation Joint Board held on 18 June 2010.

#### **VJB11. APPOINTMENT OF TREASURER**

There was submitted Report (circulated) dated 2 September 2010 by the Clerk to the Board providing an update on the Senior Management positions at Clackmannanshire Council and asking members to appoint a new Treasurer.

**AGREED** to appoint Ms Nikki Bridle, Director of Finance and Corporate Services, Clackmannanshire Council, to the post of Treasurer to the Valuation Joint Board.

#### **VJB12. REVENUE BUDGET 2010/11 – REVIEW AS AT 31.07.10**

There was submitted Report (circulated) by the Treasurer advising of the forecast outturn for the financial year ending 31 March 2011.

Discussion took place in relation to the possibility of shared premises and shared services as a way to cut costs.

**NOTED** the contents of the report.

#### **VJB13. RISK ASSESSMENT REPORT**

There was submitted Report (circulated) dated 30 August 2010 by the Assessor presenting for consideration the risk strategy as was agreed as part of the Internal Audit Report submitted to the Board in June 2010.

**NOTED** the current risk assessment analyses for all functions.

**AGREED** to continue consideration of the Report to the next meeting of the Board, to allow Members to undertake further scrutiny of the strategy with a view to deciding whether they wish to be more involved in the work of compiling the risk registers.

Councillor Patrick left the meeting during discussion of the foregoing item of business.

#### **VJB14. CAPABILITY POLICY**

There was submitted Report (circulated) dated 2 September 2010 by the Assessor presenting for approval a Board Specific Capability Policy & Procedure.

**AGREED** to approve the Capability Policy and Procedure.

#### **VJB15. MANAGEMENT TEAM RESTRUCTURING**

There was submitted Report (circulated) dated 31 August 2010 by the Assessor setting out proposals for a Management Team restructuring in the Assessors Office.

**AGREED** to approve the changes to the management structure as outlined in the Report.

Councillors Meiklejohn and Paterson left the meeting during discussion of the foregoing item of business.

#### **VJB16. JOINT FRAMEWORK AGREEMENT**

There was submitted Report (circulated) dated 31 August 2010 by the Assessor (a) providing information on the joint framework agreement for computer equipment, and (b) seeking approval for the Assessor to sign up to this agreement on behalf of the Valuation Joint Board.

**AGREED** to authorise the Assessor to sign the Framework Agreement with each of the listed firms for supply of the relevant equipment that they have each tendered to provide.

#### **VJB17. INTERIM VALUATION PERFORMANCE REPORT**

There was submitted Report (circulated) dated 30 August 2010 by the Depute Assessor providing information on (a) performance indicators for Valuation Roll work, and (b) performance indicators for Valuation List work.

**NOTED** the performance achieved by the Assessors office at this part year stage.



## **AGENDA ITEM 2**

### **CENTRAL SCOTLAND VALUATION JOINT BOARD**

**Subject: RISK ASSESSMENT REPORT (CONTINUATION)**  
**Meeting: CENTRAL SCOTLAND VALUATION JOINT BOARD**  
**Date: 26 NOVEMBER 2010**  
**Author: BRIAN BYRNE, ASSESSOR/ELECTORAL REGISTRATION OFFICER**

#### **1. INTRODUCTION**

- 1.1 The purpose of this report is to submit for Members' consideration the Risk Assessment Report which was previously issued for the meeting of the Board on 10 September 2010.

#### **2. BACKGROUND**

- 2.1 Members will recall that the Risk Assessment Report (attached as Appendix) was considered at the last meeting of the Board. At the meeting, the Board:-

**NOTED** the current risk assessment analyses for all functions.

**AGREED** to continue consideration of the Report to the next meeting of the Board, to allow Members to undertake further scrutiny of the strategy with a view to deciding whether they wish to be more involved in the work of compiling the risk registers.

- 2.2 Copies of the appendices to the Report were e-mailed to Members in colour, to allow further scrutiny to be undertaken.

#### **3. RECOMMENDATIONS**

- 3.1 Members are asked to re consider the attached Report.

.....  
**Brian Byrne**

**18<sup>th</sup> November 2010**

Appendix: Report to Valuation Joint Board 10 September 2010



## **Appendix 1**

### **VALUATION JOINT BOARD FOR CENTRAL SCOTLAND**

**Subject: Risk Assessment Report**  
**Meeting: Central Scotland Valuation Joint Board**  
**Date: 20<sup>th</sup> September, 2010**  
**Author: Brian Byrne, Assessor/Electoral Registration Officer**

#### **1.0 Introduction**

In November 2005 the Joint Board approved a Risk Management Strategy. Its main purpose was to identify potential risks before they occur, to then establish the potential consequences and finally determine the nature of the Joint Board's response to those risks. There are very good management and operational reasons for having such a strategy. It allows the Management Team time to carefully consider and evaluate risks before they occur, make informed decisions on what resources and actions are required and the priority to be given to those actions. This ensures good strategic planning of resources resulting in financial and operational efficiency.

The strategy enables the Joint Board to minimise, and if possible avoid, the risk of problems occurring, but if a problem does arise to respond quickly, professionally and effectively. Failure to have a Risk Management Strategy in place could result in serious problems for the Joint Board, e.g. unnecessary financial loss, bad publicity and service disruption

#### **2.0 Internal Audit Recommendation**

The internal audit report to the Board of June 2010 recommended that "a briefing should be given to members on the Risk Strategy". The agreed action was that the Risk Strategy will be presented annually to the Valuation Joint Board with regular updates on risks included in all meetings.

### **3.0 Recommendations**

- 3.1** It is recommended that the Valuation Joint Board approve the risk strategy.
- 3.2** It is recommended that the Valuation Joint Board note the current risk assessment analyses for all functions.

.....  
**Brian Byrne**  
**30<sup>th</sup> August, 2010**

### **Appendix**

- 1.** Risk Assessment Strategy
- 2.** Risk Analyses





## **RISK MANAGEMENT STRATEGY**

August 2010

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## **1. INTRODUCTION**

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them. The aim is to reduce the frequency of risk events occurring (wherever this is possible) and minimise the severity of their consequences if they do occur.

Risk management offers a number of benefits. It is not simply about insurance or health and safety risks. Rather, effective risk management will provide the Valuation Joint Board with a means of improving its strategic, operational and financial management. It can also help to minimise financial losses, service disruption, bad publicity, threats to public health or claims for compensation.

Risk management is a key task for managers in every organisation. In local government, identifying and evaluating the consequences of policies or actions is not always referred to as risk management. However, failure to pay proper attention to the likelihood and consequences of risks could cause the Joint Board serious problems. The effective management of risk is therefore a critical part of the Joint Board's approach to delivering the sound governance element of Best Value.

Risk management should be an integral to policy planning and operational management. Identifying, analysing, controlling and monitoring risk will help elected members and managers make informed decisions about the appropriateness of adopting policy or service delivery options.

This is Central Scotland Valuation Joint Board's Risk Management Strategy. It sets out policy in respect of business risk and provides a framework to structure the approach.

## **2. POLICY CONTEXT**

Central Scotland Valuation Joint Board aims to provide high quality, effective and responsive services to all of our stakeholders.

In order to achieve this the Valuation Joint Board is committed to the management of risks within its control in order to safeguard its employees and service users, protect its assets, preserve and enhance service delivery and maintain effective stewardship of its funds.

## **3. AIMS AND OBJECTIVES OF THE STRATEGY**

The aims and objectives of the strategy include:-

- Identification of risks
- Quantification of risks
- Control of risks
- Financing of risks

## **4. SCOPE OF THE STRATEGY**

All risks associated with

- services
- staff
- assets
- infrastructure
- systems
- stakeholders

will be included in the risk management process. Risk management is a continuous process that will incorporate all strategic and operational risks. Categories of strategic and operational risks are defined in Appendix 1.

## **5. PROCESS AND METHODOLOGY**

To manage risk effectively, the risks associated with each policy option or service delivery method needs to be systematically identified, analysed, controlled and monitored.

In line with these requirements, a four stage approach to risk management will be adopted.

### **5. 1 Approach**

#### **5.1.1 Risk Identification**

For each category in Appendix 1, actual losses and failures which have occurred as well as those which might threaten the Joint Board will be identified and listed in a Risk Register.

### 5.1.2 Risk Analysis

Each risk identified will be systematically and accurately assessed. The process will assess

- the probability of a risk event occurring, and
- the potential severity of the consequences should such an event occur.

Using managers' experience, judgements will be made about the likelihood and severity of events occurring and these will be categorised as low, medium or high risk.

The probability and severity will then be assessed together using the formula

$$\text{Risk} = \text{Likelihood of occurrence} \times \text{Severity}$$

Risks will then be prioritised for control action.

### 5.1.3 Risk Control

Actions will be taken or planned to minimise the likelihood of the risk occurring or the severity of the consequences should it happen. This may require the identification and implementation of projects or revisions to operating practices. The appropriate action may be to transfer risk to another body.

### 5.1.4 Risk Monitoring

The effectiveness of any actions or amendments to operating practices must be monitored and reviewed and the nature of risks will be assessed for change over time.

## 5.2 Risk Register

- The Joint Board's Management Team will be responsible for developing and maintaining a risk register.
- The risk register will be reviewed by the Management Team at their regular meetings.
- Any updates to the risk register will be reported to the Joint Board at all meetings.
- The Assessor and ERO will have overall responsibility for the risk register.

## 6. **ROLES AND RESPONSIBILITIES**

	<b>Role</b>
Elected Members	Oversee the effective management of risk by officers of the Joint Board
Assessor and ERO	Ensure that the Joint Board manages risk effectively through the development, implementation and review of a risk strategy. Overall responsibility for the development and maintenance of a risk register Report risk register to Joint Board
Management Team	Input into the development, implementation and review of a risk strategy. Input into the development and maintenance of a risk register To ensure risk is effectively managed across all areas of the Joint Board's functions Organise relevant training and raise awareness of the risk strategy. Monitor and Review success of risk control actions and procedures.
Depute Assessor	To work with Councils and outside agencies on insurance issues.
Line Managers	Assist in the implementation of the risk management strategy across relevant area of function
Employees	Make every effort to be aware of situations which place themselves, others or service delivery at risk and report hazards. Provide information on any risks or hazards to Management Team for inclusion within risk register.
Council Services	Provide assistance, advice and training on budgetary planning and control. Provide assistance and advice on insurance and risk. Assist in the handling of any litigation claims. Negotiate insurance cover?
Office Manager	Advise on any health and safety implications of the chosen or preferred arrangements for service delivery

## **7. IMPLEMENTATION**

Implementation of this policy will include the following:-

- A risk assessment register will be maintained
- An annual review of the risk management strategy will be carried out and presented to the Valuation Joint Board.

## **8. FINANCING RISK**

Risk financing is an important element of risk management. The purpose is to reduce the total cost of risk, which includes;

- The amount of uninsured losses met by the Joint Board's funds
- Insurance premiums for the external insurance cover obtained
- Excesses applied to individual claims
- Management and administration costs associated with risk and insurance
- The cost of preventative measures taken to reduce risk.

In major initiatives and partnerships the cost of risk will be shared as far as is possible.

Revenue budgets will carry the costs relating to risk prevention and loss.

## **APPENDIX 1**

**Strategic Risks** are hazards and risks which need to be taken into account in judgements about the medium to long term goals and objectives of the Valuation Joint Board. These may include:-

<b>Risk Category</b>	<b>Definition</b>
Political	Those associated with failure to deliver either local/central government policy.
Economic	Those affecting the ability of the Joint Board to meet its financial commitments, including budgetary pressures, failure to purchase adequate insurance cover and changes in the economy.
Social	Those relating to the effects of changes in demographic, residential or socio-economic trends on the Joint Boards ability to deliver its services
Technological	Those associated with the Joint board's capacity to deal with the pace/scale of technological change, its ability to use technology to address changing demands, or the consequences of failure of technologies on the Joint Board's ability to deliver its services.
Legislative	Those associated with current or potential changes in national or European law. Those associated with failure to meet statutory duties
Environmental	Those related to the environmental consequences of delivering the Joint Boards services.
Competitive	Those affecting the competitiveness of the service in terms of cost or quality
Customer/Citizen	Those associated with failure to meet the current and changing needs, expectations and aspirations of customers and services

**Operational Risks** are hazards and risks which managers and staff will encounter in the daily course of their work. These may include:-

<b>Risk Category</b>	<b>Definition</b>
Professional	Those associated with the particular nature of each profession
Financial	Those associated with financial planning and control and the adequacy of insurance cover
Legal	Those related to possible breaches of legislation
Physical	Those related to fire, security, accident prevention and health & safety
Contractual	Those associated with the failure of contractors to deliver services or products to the agreed specification and cost and within agreed timescale.
Technological	Those related to reliance on operational equipment (e.g IT systems etc)
Environmental	Those related to pollution, noise or energy efficiency of ongoing service operation.



## **AGENDA ITEM 3**

### **CENTRAL SCOTLAND VALUATION JOINT BOARD**

**Subject: REVENUE BUDGET 2010/11 – REVIEW AS AT 31.10.10**  
**Meeting: CENTRAL SCOTLAND VALUATION JOINT BOARD**  
**Date: 26th November 2010**  
**Author: TREASURER**

#### **1. INTRODUCTION**

- 1.1 The purpose of this report is to advise the Joint Board of the forecast outturn for the financial year ending 31 March 2011.

#### **2. BACKGROUND**

- 2.1 The budget for the financial year 2010/11 is £2.771 million. The projected outturn against the budget shows an underspend of £50K (see Appendix A).
- 2.2 The main reason for the reported underspend relates to a reduction in Employee Costs.

#### **3. RECOMMENDATIONS**

- 3.1 The Joint Board is asked to note the contents of this report.

.....  
pp Treasurer

#### **LIST OF BACKGROUND PAPERS**

1. Various working papers associated with the production of the outturns.

Any person wishing to inspect the above background papers should contact Clackmannanshire Council, Finance Services, on Alloa (01259) 452072.



**October Outturn****Analysis of actual variation to Budget****Employee**

Depute Assessor left. Outturn assumes post not being filled  
 Assistant Secretary left. Outturn assumes post not being filled  
 Assistant Assessor due to leave End December. Outturn assumes post not being filled  
 However future savings in Assistant Assessor post off-set by additional strain payments  
 this year of £56K and ongoing annual costs of £580.

**Underspend** **(£81,637)**

**Property costs**

Saving in rates (£4000)  
 Additional expenditure repairs (£4090)

**Overspend** **£90**

**Transport Costs**

Saving in car allowances - no Depute Assessor  
 Additional Staff Travel anticipated in line with previous years

**Overspend** **£430**

**Supplies and Services**

Minor variance (including new court sound recording system)

**Overspend** **£2,830**

**Administration**

Additional Legal Fees - Council Tax and ATM  
 Additional Election postage costs off-set by additional income

**Overspend** **£54,860**

**Computer Equipment**

Additional IT equipment £25K approved at previous meeting.

**Overspend** **£26,440**

**Third Party Payments**

No Variance

**Nil** **£0**

**Support Services**

No Variance

**Nil** **£0**

**Income**

Additional income to off-set postage costs etc - Election

**Nil** **(£53,000)**

**Underspend** **(£49,987)**

## CENTRAL SCOTLAND VALUATION JOINT BOARD

## Summary

## Outturns

## Oct-10

Ledger Code	Budget Code	Budget 2010/2011 £	Budget to Oct-10 £	Actual to Oct-10 £	outturns @ 31-Mar-11 £
<b><u>Employee Costs</u></b>					
	1060	1,641,860	1,010,072	911,817	1,529,230
Gross Salaries	1061	303,740	186,861	158,247	282,900
Employer's Superannuation	1062	126,780	77,995	70,439	118,083
Employer's National Insurance	1063	0	0	8,094	8,100
Overtime	1570	10,000	5,833	9,126	9,130
Canvassers	1830	17,260	8,627	7,033	16,880
Superannuation Annual Charges		0	0	0	55,680
Strain Payment to Pension fund	1910	5,500	3,208	2,130	4,000
Employee Training	1950	1,500	875	0	1,000
Conf. Exp & Subsistence	1980	1,500	875	1,452	1,500
Other Employee Costs		<b>2,108,140</b>	<b>1,294,346</b>	<b>1,168,338</b>	<b>2,026,503</b>
					<b>(81,637)</b>
<b><u>Property Costs</u></b>					
Repairs & Maintenance	2105	14,000	8,166	13,630	18,000
Heat & Light - Gas	2210	1,700	992	1,391	2,200
Heat & Light - Electricity	2240	12,540	7,315	2,581	12,540
Property Rental	2310	136,000	102,000	93,277	136,080
Service Charge	2350	11,460	8,595	5,450	11,460
Rates	2400	62,830	62,830	58,374	58,370
Water Charges	2530	6,200	3,616	3,237	6,470
Cleaning Materials	2710	1,500	875	769	1,500
Cleaning Services	2720	13,780	8,038	5,619	13,480
Insurance	2910	2,520	2,520	0	2,520
		<b>262,530</b>	<b>204,947</b>	<b>184,328</b>	<b>262,620</b>
					<b>90</b>
<b><u>Transport Costs</u></b>					
Staff Travelling Expenses	3310	22,000	13,534	13,321	24,810
Car Allowances	3620	14,430	8,877	7,540	12,050
		<b>36,430</b>	<b>22,411</b>	<b>20,861</b>	<b>36,860</b>
					<b>430</b>

<u>Supplies and Services</u>					
Ledger Code	Budget Code	Budget 2010/2011 £	Budget to Oct-10 £	Actual to Oct-10 £	outturns @ 31-Mar-11 £
	4002	500	292	0	500
Furniture					
Equipment	4001	0	0	3,158	3,200
Removal Charges	4005	0	0	30	30
Materials		0	0	158	160
Clothing	4210	300	175	0	300
Vending Leasing	4125	0	0	139	140
Bottled Water	4126	1,200	700	374	1,000
Hospitality	4190	2,000	1,167	610	1,500
		<b>4,000</b>	<b>2,334</b>	<b>4,469</b>	<b>6,830</b>
					<b>2,830</b>
<u>Administration</u>					
Office Equipment Maintenance	5030	5,000	2,917	3,185	5,000
Printing	5040	9,000	5,250	35	6,000
Photocopying	5042	6,000	3,500	0	6,000
Stationery	5043	11,000	6,416	9,140	11,000
Publications	5050	5,000	2,917	3,743	5,000
Advertising	5070	5,000	2,917	1,024	4,000
Insurance	5080	13,200	6,747	13,285	13,290
Postages	5210	87,500	51,039	103,852	139,500
Telecommunications	5230	10,000	5,833	4,125	10,000
Legal Fees	5730	6,000	3,500	5,825	12,000
Subscriptions	5810	0	0	170	170
Miscellaneous Supplies	5901	500	292	453	500
		<b>158,200</b>	<b>91,328</b>	<b>145,401</b>	<b>213,060</b>
					<b>54,860</b>
<u>Computer</u>					
Computer Hardware Purchase	5511	2,000	1,167	25,030	27,000
Disaster recovery	5520	24,860	14,501	15,965	24,860
Computer Hardware Maintenance	5521	4,120	2,403	5,563	5,560
Computer Software Purchase	5531	1,000	583	266	1,000
Computer Software Maintenance	5541	59,400	34,648	53,023	59,400
Computer Peripherals	5551	1,000	583	0	1,000
Computer Consumables	5561	1,000	583	130	1,000
Computer Services	5571	28,130	16,408	19,659	28,130
		<b>121,510</b>	<b>70,876</b>	<b>119,636</b>	<b>147,950</b>
					<b>26,440</b>

		Ledger Code	Budget Code	Budget 2010/2011 £	Budget to Oct-10 £	Actual to Oct-10 £	outturns @ 31-Mar-11 £
<b><u>Third Party Payments</u></b>							
Accounts Commission - Audit Fees		6840		9,650	5,629	(1,250)	9,650
Payments to Contractors		6705		5,000	2,917	729	5,000
Other local authorities		6410		8,000	4,666	7,426	8,000
				<b>22,650</b>	<b>13,212</b>	<b>6,905</b>	<b>22,650</b>
							<b>0</b>
<b><u>Support Services</u></b>							
Financial Services		7050		27,990	0	0	27,990
HR Services		7040		23,690	0	0	23,690
Clerking of the Board		7070		9,620	0	0	9,620
				<b>61,300</b>	<b>0</b>	<b>0</b>	<b>61,300</b>
							<b>0</b>
<b><u>TOTAL EXPENDITURE</u></b>							
				<b>2,774,760</b>	<b>1,699,454</b>	<b>1,649,938</b>	<b>2,777,773</b>
							<b>3,013</b>
<b><u>Income</u></b>							
Interest on Revenue Balances		9445		(1,000)	0	(944)	(1,000)
Other Income		9445		(3,000)	(2,333)	(45,050)	(56,000)
Sales				(4,000)	(2,333)	(45,994)	(57,000)
							<b>(53,000)</b>
<b><u>NET EXPENDITURE</u></b>							
				<b>2,770,760</b>	<b>1,697,121</b>	<b>1,603,944</b>	<b>2,720,773</b>
							<b>(49,987)</b>
				<b>0</b>			

## **AGENDA ITEM 4**

### **VALUATION JOINT BOARD FOR CENTRAL SCOTLAND**

**Subject: Redundancy Policy and Employment Termination Policy**  
**Meeting: Central Scotland Valuation Joint Board**  
**Date: 26<sup>th</sup> November, 2010**  
**Author: Brian Byrne, Assessor/Electoral Registration Officer**

#### **1.0 Introduction**

As Clackmannanshire Council provides Human Resources/Personnel services to the Valuation Joint Board, the Board generally adopts the Human Resources policies of Clackmannanshire Council. However, in practice these policies have to be interpreted in terms of the management and governance structure of the Assessor's Office and the Joint Board.

It is intended over the next year to review all such policies where such interpretation may lead to confusion; so that a specific Valuation Joint Board wording is established. The Board has already approved a Capability Policy and I now ask for approval of the "Redundancy Policy" and its associated "Employment Termination Payments Policy"

#### **2.0 The Policies**

The "Redundancy Policy" and the "Employment Termination Payments Policy" of Clackmannanshire Council have been rewritten as a Board specific policies to take account of the Board's governance structure and in particular the legal requirements for dealing with an Assessor or with Depute Assessors appointed by the Board under Section 27(2) of the Local Government Etc. (Scotland) Act 1994. As the Redundancy Procedure could ultimately result in dismissal, such statutory considerations must be reflected in the policy.

##### ***Section 27(6) of the Local Government Etc. (Scotland) Act 1994***

An assessor or depute assessor appointed under this section shall hold office during the pleasure of the valuation authority but shall not be removed from office (or required to resign as an alternative thereto) except –

- (a) by a resolution of the authority passed by not less than two-thirds of the members present at a meeting of the authority the notice of which specifies as an item of business the consideration of the removal from office of the Assessor or his being required to resign; and
- (b) with the consent of the Secretary of State,

and before deciding whether or not to give such consent the Secretary of State shall give the authority and the assessor an opportunity of being heard by a person appointed by the Secretary of State.

Appendix 1 shows the Redundancy Policy and Appendix 2 shows the proposed Employment Termination Payments Policy in Board specific versions.

## **5.0 Recommendations**

The Valuation Joint Board is asked to approve both Policies and Procedures.

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**Brian Byrne**  
**11th November, 2010**

## **Appendix**

**1.0 CSVJB - Redundancy Policy & Procedure**

**2.0 CSVJB – Employment Termination Payments Policy & Procedure**



## APPENDIX 1

### Central Scotland Valuation Joint Board Redundancy Policy

#### 1.0 Redundancy Policy

**1.1 Notes:** This Policy largely follows previous Clackmannanshire Council approved policy. “Assessor” includes “ERO”

**1.2** The Valuation Joint Board recognises that organisation restructuring and employee reductions may be required at times in order to fulfil its purposes. In such situations, the Board’s approach will be based on the following guiding principles.

**1.3** The Valuation Joint Board will aim to retain a balanced workforce with the skills, qualifications and competence to ensure effective execution of its and the Assessor’s functions.

**1.4** Employee reductions will be sought on a voluntary basis where possible. The Board’s policy on redeployment will apply.

**1.5** Compulsory redundancy will be considered when all reasonable voluntary means have been exhausted.

**1.6** The Assessor will consult with the JTUC or local representatives of recognised Trade Unions in the identification and determination of areas of savings required, in restructuring proposals and in the development and implementation of these procedures. This consultation will commence as early as practicable in the process.

**1.7** Where the need for employee reductions is due to financial reasons, potential for achieving savings in all areas of employee costs will be examined, including working patterns and practices and the interpretation and application of terms, conditions and allowances.

**1.8 Redundancy Implementation:** Responsibility for implementation of the policy and procedure rests with The Assessor acting in conjunction with Clackmannanshire Council Human Resources. The specific procedure adopted would reflect the particular situation, but in general the major stages are as follows.

**1.9 Identifying Posts Vulnerable to Redundancy:** The Assessor will identify and advise Human Resources of the numbers, types and locations of posts potentially redundant. This **will** include the total number of such posts within the relevant group.

**1.10 Voluntary Severance:** The Assessor, in conjunction with Human Resources will attempt to identify volunteers for severance whose release would enable a compulsory redundancy to be avoided.

**1.11 Redeployment Opportunities:** In line with the Redeployment Policy, The Assessor will consider internal re-arrangements within the service which would facilitate redeployment. This should include a review of temporary, casual and over-time working within the service if redundancies are threatened, to reduce where possible, the use of these practices to avoid redundancy of permanent employees. In doing this, the rights and expectations of long term temporary or casual staff may require consideration.

**1.12** Retraining costs are part of redeployment and will therefore be met by the Valuation Joint Board.

**1.13 Compulsory Redundancy:** When all voluntary means are exhausted and surplus groups remain, compulsory redundancy selection criteria would be applied to achieve the balance of necessary redundancies. These will be applied within groups of employees within the service as identified at the start of the process.

**1.14** Human Resources, in conjunction with the Assessor will maintain and implement procedures for selection for redundancy among defined groups of employees. The basis of assessment will be a number of common criteria including qualifications and competence, attendance, disciplinary record and length of service. Given the aim is to retain the workforce best equipped to deliver services, greater weight will be on job related factors.

**1.15** Assessment will be carried out by managers, assisted by Human Resources. The assessment criteria are detailed in Section 11.0 below.

**1.16** Contractual notice of termination of employment by reason of redundancy would be served to those individuals identified through this process. Endeavours to find alternatives to compulsory redundancy of an individual will continue until the effective date of termination.

**1.17 Consultation and Communication:** At each stage of the process, Trade Union Representatives will be consulted as will staff in the affected groups. The Assessor and Human Resources will act jointly in consultation processes to help ensure a consistent approach. At the outset, the relevant Trade Unions will be invited to confirm the route through which they wish consultation to take place. Consultation should be based on the following:-

- start when proposals are at a formative stage;
- contain adequate information on which to respond;
- give adequate time in which to respond;
- conscientious consideration by the authority to the response to consultation.

**1.18** Where any compulsory redundancy or redeployment results in the removal of Assessor, Depute Assessor, or statutory depute Assessor from post the relevant legislation should be taken into account [Section 27(6) Local Government (Scotland) Act 1994]

## **2.0 Severance Payments Management Guidelines**

**2.1 Eligible Staff.** To be eligible for consideration under this Scheme, members of staff must be or could have been a member of the Local Government Pension Scheme.

**2.2** The eligibility for pension and compensatory benefits is determined by reference to the age and length of service as follows:

<b>Age at Date of Severance</b>	<b>Length of Service at Date of Severance</b>	<b>Pension Benefits (if applicable)</b>	<b>Compensatory Benefits</b>	<b>Statutory Redundancy</b>
Under 50	less than 2 years	Refund of contributions	None	No
Under 50	at least 2 years	Payable from age 60	Immediate lump sum payment (see paragraph 2.4)	Included in compensatory benefits paid
50 and over	less than 1 year	Refund of contributions	None	No
50 and over	at least 1 but less than 2 years	Refund of contributions	Immediate lump sum payment (5 weeks)	No
50 and over	at least 2 years but less than 5 years	Immediate Pension and Lump Sum	None	Yes
50 and over	at least 5 years	Immediate Pension and Lump Sum	Compensatory added years (see paragraph 2.4)	Yes

NOTE: Length of service for the purpose of calculating compensatory benefits and statutory redundancy is continuous local authority service. For the purpose of calculating pension benefits, it is total pensionable service based on full time equivalent service and includes any transferred in pensionable service.

**2.3 Components of the Severance Package.** The costs consist of a number of elements:-

- The member of staff's Pension Fund entitlement and, in the case of redundancy, the Statutory Redundancy Payment which are not negotiable.
- Negotiations can take place with the member of staff in order to maximise the staff package while still achieving the required savings to the Valuation Joint Board. He / she may be accompanied by a trade union representative. The elements that are negotiable are the number of Compensatory Added Years to be awarded, and exceptionally, the number of week's payment in lieu of notice and the number of day's payment in lieu of annual leave.
- The Valuation Joint Board will use its discretionary power to calculate redundancy based on an actual week's contractual pay.

#### **2.4 Options Where There Are Redundancy or Efficiency Savings**

- a) If the member of staff is under age 50 the basic package will consist of:
- An immediate compensatory lump sum payment chargeable to the employing Service, calculated as follows:

<b>Age at Date of Severance</b>	<b>Number of Week's Pay Per Completed Year of Service</b>
Under 23	0.5 weeks from age 18 to date of severance  <b>plus</b>  0.5 weeks from age 20 to date of severance.  Above is subject to a maximum of 3 weeks
23 and under 50	2 weeks from age 18 to date of severance  <b>plus</b>  3 weeks from age 41 to date of severance.  Above is subject to a maximum of 66 weeks

If the member of staff is ceasing by reason of redundancy, the above payment includes the Statutory Redundancy payment.

And

- An award of preserved pension fund benefits, which would normally come into payment between age 60 and 65. Alternatively, the pension rights could be transferred to another pension scheme. If the member of staff has less than 2 years pensionable membership, then they qualify for a refund of contributions.

b) If the member of staff is **age 50 or over and has completed less than 1 year's service**, the basic package will consist of:

- A refund of pension contributions, chargeable to the Pension Fund

c) If the member of staff is **age 50 or over and has completed 1 year but less than 2 years' service**, the basic package will consist of:

- A refund of pension contributions, chargeable to the Pension Fund; and
- An immediate compensatory lump sum payment equivalent to 5 week's pay, chargeable to the employing Service;

d) If the member of staff is **age 50 or over and has completed 2 years but less than 5 years' service**, the basic package will consist of:

- Immediate payment of the staff accrued pension fund pension and lump sum. The cost of pension based on actual service will be met by the Pension Fund. There will be a strain payment based on actuarial calculation of the cost of paying the pension early, charged to the employing Service. This will be calculated and notified by Pensions.
- Immediate payment of a Statutory Redundancy Payment where the member of staff ceases by reason of redundancy, chargeable to the employing Service.

e) If the member of staff is **age 50 or over and has completed at least 5 years' service**, the basic package will consist of:

- Immediate payment of the staff accrued pension fund pension and lump sum. The cost of pension based on actual service will be met by the Pension Fund. There will be a strain payment based on actuarial calculation of the cost of paying the pension early, charged to the employing Service. This will be calculated and notified by Pensions.
- Immediate payment of a Statutory Redundancy Payment where the member of staff ceases by reason of redundancy, chargeable to the employing Service.
- In addition a compensatory pension and lump sum based on an award of Compensatory Added Years can / should be paid. This is chargeable to the employing Service.

The maximum number of Compensatory Added Years that can be awarded is the shortest of the following periods:

- The number of years required to make up the persons service to 40 years.
- The period between the date of cessation and the persons 65th birthday.
- A period equal to the person's accrued service.
- 10 years.

Compensatory Added Years in respect of part-time staff will be based on the actual hours worked.

The number of compensatory added years can be reduced or not granted at all in order to ensure that revenue budget saving is achieved within 2 years.

f) Where a member of staff has been awarded more than six and two thirds Compensatory Added years and ceases employment by reason of redundancy, the compensatory lump sum, and ultimately the compensatory pension, can be reduced. In these circumstances the member of staff will be able to select either the maximum Compensatory Added Years award or a Compensatory Added Years award restricted to six and two thirds years.

g) Exceptionally, in addition to one of the above packages, the member of staff may also receive Payment in Lieu of Notice in respect of the unexpired period of the notice required to be given in accordance with the appropriate Conditions of Service. The member of staff may also receive payment in lieu of outstanding annual leave. These will only be authorised in exceptional circumstances where the member of staff has been unable to exhaust leave entitlement prior to employment ending, or the Valuation Joint Board has been unable to give sufficient contractual notice.

h) Staff who are aged 50 or over and who are not members of the Local Government Pension Scheme are covered by the Pension and Compensation regulations under which they can also be awarded up to 10 added years even if they have never been in the scheme. The cost of this will be met by the employing service. In addition, they would be entitled to payment in lieu of any unexpired period of notice and, if a redundancy situation, a statutory redundancy payment.

## **2.5 Options Where There is No Redundancy or Efficiency Saving**

a) Age 50 to 60: The Valuation Joint Board can opt to release pension payments immediately where staff agree to resign even where redundancy or efficiency savings do not apply. Strain costs will have to be considered. Payments to staff would be reduced if the rule of 85 is not complied with. This would benefit the Valuation Joint Board by reducing the strain payments.

## **2.6 Re-Employment**

Severance packages are normally justified by demonstrating the Valuation Joint Board will secure a financial benefit. An individual who has received a severance payment will not normally be eligible for re-employment and can only be considered in specific circumstances.

## **3.0 Administration Process**

**3.1 Introduction.** The following sets out a draft process in the application of the Severance Scheme. The process ensures that the member of staff receives the maximum possible benefits within the boundaries of the Pension Regulations and the financial implications to the Valuation Joint Board.

## **3.2 The Process**

**3.2.1** Form Severance 1 and general template letter provided by Human Resources, amended as appropriate by the Assessor, to be disseminated to "targeted" staff.

**3.2.2** The member of staff submits form Severance 1 to the Assessor indicating an interest in voluntary severance.

**3.2.3** The Assessor decides whether or not the request is eligible for further consideration.

**3.2.4** The Assessor will prepare a comprehensive assessment of the service delivery implications which will include proposals on the future execution of the work, to ensure that there is not an unacceptable detrimental effect on existing or future service provision as a result of granting the severance application.

**3.2.5** The Assessor consults Human Resources to consider all personnel issues in connection with the potential retiral. All Severance 1 forms which have been approved by the Assessor will be forwarded to Human Resources.

**3.2.6** For those staff who are being permitted to proceed with severance arrangements, Human Resources will firstly request information from Clackmannanshire Council Finance Services (Payroll) and then details of the financial implications from the Pensions Section.

**3.2.7** The Pensions Section calculates benefits making up the package and forwards the financial implications to Human Resources for onward transmission to services.

**3.2.8** The Service accountant and Assessor appraise the financial implications of granting severance based on service requirements, long term financial savings to the Valuation Joint Board, service improvement savings etc, against the Valuation Joint Board Policy.

**3.2.9** The Assessor together with Human Resources will consult with the appropriate Trade Union about service delivery changes, job redesign etc prior to deciding whether the application can be granted.

**3.2.10** The Assessor determines final package available to the member of staff in consultation with Human Resources who will advise the Pensions Section.

**3.2.11** On obtaining final approval of the package to be offered to the member of staff, the Pensions Section will formally issue an offer to the member of staff.

**3.2.12** The member of staff will, within two weeks of receiving the offer, formally notify Human Resources in writing whether the offer is accepted or rejected.

**3.2.13** Human Resources advise the Pensions Section of the member of staff's decision and if accepted, confirm termination information.

**3.2.14** Human Resources issue formal notice of redundancy to those staff leaving on voluntary severance.

## **4.0 Redundancy Procedure**

**4.1 Introduction.** As staff costs are a major element of Valuation Joint Board expenditure, reductions may be required to achieve the necessary budget savings. The approach to achieving staff cost savings is based on the following guiding principles:-

**4.1.1** The Valuation Joint Board's aim is to retain a balanced workforce with the skills, qualifications and competence to ensure effective execution of the Assessor's functions.

**4.1.2** The Assessor will consult with JTUC or local trade union representatives in the identification and determination of areas of savings, and in the development and implementation of these procedures.

**4.1.3** Potential for achieving savings in all areas of staff costs will be examined, including working patterns and practices and the interpretation and application of terms, conditions and allowances.

**4.1.4** Staff reductions will be sought on a voluntary basis where possible.

**4.1.5** Compulsory redundancy will be considered when all reasonable alternative voluntary means have been exhausted.

## **5.0 Outline Procedure - Voluntary Severance**

**5.1** Services will attempt to identify volunteers for severance whose release would enable a compulsory redundancy to be avoided. Services should note however, that any Superannuation STRAIN payment is currently directly chargeable to the base service. (The voluntary severance scheme is documented separately.)

## **6.0 Identify Posts Vulnerable to Compulsory Redundancy**

**6.1** The Assessor will identify and advise Human Resources of the numbers, types and locations of posts potentially compulsorily redundant. This should include the total number of such posts within the relevant group. (For example, 4 operatives' posts to be lost from a workforce of 50 operatives within the service and location, or linked locations between which individuals regularly move in the course of their jobs).

## **7.0 Redeployment Opportunities**



**7.1** The Assessor will implement internal re-arrangements within the service, which would facilitate the identification of redeployment opportunities. This should include a review of temporary, casual and over-time working within the service where redundancies are threatened, to reduce where possible, the use of these practices to avoid redundancy of permanent staff. In doing this, the Assessor should be sensitive to the rights and expectations of long term temporary or casual staff with more than one years' continuous service. Human Resources will advise in such situations.

**7.2** Human Resources will collate a list of individuals based upon information supplied by the Assessor of who would be prepared to accept severance if a suitable internal replacement could be found with a subsequent job becoming redundant. Managers responsible for these jobs should complete a brief pro-forma list of the essential and desirable qualities required, based upon the job profile for each post. Guidance and standard format for this will be provided by Human Resources.

**7.3** Human Resources will co-ordinate a list of current vacancies and circulate to those identified as suitable for redeployment.

**7.4** Staff who are transferred into suitable alternative employment which carries a lower salary will do so on a cash conserved basis for a period of 6 months from the date of transfer to allow for adjustment to the lower salary. After this period has expired, payment will be 'rate for the job'.

## **8.0 Redeployment Process**

**8.1** The aim is to achieve as streamlined and speedy a process as possible consistent with fair and equal consideration for all individuals involved.

**8.2** The Assessor will attempt to reconcile redeployment needs and opportunities within the service in the first instance. In doing this, restricted recruitment may be necessary among a specified group of staff. The process to be followed should be made clear to the individuals involved, and be the subject of local consultation with staff representatives.

**8.3** The following steps should be adopted in each situation.

a) Individuals in the defined surplus groups (as described in Paragraph 4 above) will be provided with a summary of the available posts and requirements of the posts.

b) These individuals would all be invited to consider voluntary severance, and will be invited to volunteer for redeployment by indicating their interest and order of preference for the available posts. In each case they should complete a brief Pro Forma (provided by Human Resources) showing how they meet the requirements of each post which is of interest to them.

c) The response / responses will be collated and people selected for redeployment interviews, based on achieving the maximum number of redeployments of suitable candidates.

d) Managers will interview and decide appointments on the basis of assessing candidates for suitability, with the best candidate from the potential redeployees being appointed. Where a candidate meets the minimum criteria, an appointment should be made - in other words, Managers should not decline to make an appointment on the grounds that in free open advertising they may be able to recruit an even better candidate. Any retraining costs will be identified and met by the base service.

e) Managers should record and feedback reasons for decisions to Human Resources who will then collate the results and prepare a list of any residual surplus areas, types and numbers of posts where reductions still need to be achieved.

f) A similar process, on a service-wide basis, including vacancies as well as posts available to staff will be collated to aim to redeploy any individuals who remain.

## **9.0 Compulsory Redundancy**

**9.1** When all voluntary means are exhausted, and surplus groups remain the Valuation Joint Board's compulsory redundancy selection criteria would then be applied to achieve the balance of necessary redundancies. These will be applied within groups of staff within services as identified at the start of the process.

**9.2** Selection for redundancy among a defined group of staff will be on the basis of assessment against a number of common criteria including qualifications and performance, attendance, disciplinary record and length of service. Given the aim to retain the workforce best equipped to deliver services, greater weight will be on job related factors.

**9.3** Assessments will be carried out by managers, assisted by Human Resources. An assessment sheet, which sets out the criteria and the weighting to be given to each one will be completed in discussion with each member of staff involved. Those who are assessed as the lowest scoring in the group would be selected for redundancy. A copy of the assessment sheet, together with guidance for managers in carrying out the process is contained in Section 11.0 below.

**9.4** Contractual notice of termination of employment by reason of redundancy would be served to those individuals identified through this process. Endeavours to find alternatives to compulsory redundancy of an individual will continue until the effective date of termination.

## **10.0 Consultation and Communication**

**10.1** At each stage of the process, trade union representatives will be consulted as will staff in the affected groups. At the outset, the relevant trade unions will be invited to confirm the route by which they wish consultation to take place.

**10.2** Consultation should be based on the following:-

- start when proposals are at a formative stage;
- contain adequate information on which to respond;
- give adequate time in which to respond;
- conscientious consideration by the authority to the response to consultation.

Services and Human Resources should act jointly in consultation processes to help ensure a corporate perspective and consistent approach.

**10.3** Where any compulsory redundancy results in the removal of Assessor, Depute Assessor, or statutory depute Assessor from post the relevant legislation should be taken into account [Section 27(6) Local Government (Scotland) Act 1994]

## **11.0 Compulsory Redundancy Employee Assessment - Manager's Guide**

**11.1 Introduction.** The purpose of this process is to ensure consistent treatment of all staff in a group where redundancy is required, to ensure that the selection is fair and is based as far as possible on objective evidence of job related factors.

**11.2** Redeployment / suitable alternative employment.

**11.2.1** The format should be an interview discussion with each individual together with their Line Manager and Human Resource Adviser at which the factual position in each of the factors described below should be confirmed. Line Manager in this context will be Assessor, Depute Assessor, Assistant Assessor, Depute ERO

**11.2.2** The assessment sheet lists the factors to be considered, and shows the weighting to be applied to each one. The process is based on the assessors awarding a score against each factor. The total scores are compared across the group and the lowest scoring individuals selected for redundancy.

**11.2.3** It is important that the evidence on which the assessment is based is accurate and consistent. Guidance on this part of the process is set out below:-

## **12.0 Scoring Assessment Factors**

### **12.1 Essential Qualifications and Competencies:**

The scoring for this factor is divided into qualifications and competencies with an overall maximum of 50 points.

Essential qualifications should be taken from the Job Profile.

<b>Level</b>	<b>Points</b>
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Fully Qualified	15
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Partly Qualified	10
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Studying Toward OR

Other Relevant Qualification 5

**12.2** The management team should develop a list of around 6 key competencies which are a requirement of the job and use the guidelines below for assessment.

Assessment by manager based on interview and discussion of job performance. Formal assessments / appraisal should also be used whenever available.

<b>Scale</b>	<b>Scoring</b>	<b>Points</b>
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Exceptional	46 - 60	35
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Fully Effective	31 - 45	25
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Effective	16 - 30	15
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Not Effective	0 - 15	0
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**12.3 Attendance** (Source: service record)

<b>Absence in Last 3 Years</b>	<b>Points</b>
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Less than 4% in 3 episodes or less	20
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Less than 4% in more than 3 episodes	10
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4% or more 3 episodes or less	0
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4% or more in more than 3 episodes	-10
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**12.4 Discipline**(Source: personal record)

Spent discipline record is disregarded.

<b>Warning</b>	<b>Points</b>
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Oral	-2
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Written	-5
Final Written	-10
None	+10

### **12.5 Length of Service** (Source: personal / payroll records and Redundancy Modification Order)

<b>Years</b>	<b>Points</b>
0 and up to 2	+4
over 2 but up to 5	+8
over 5 but up to 10	+12
over 10 but up to 15	+16
more than 15	+20

### **12.6 Guidance In Scoring Competencies**

Consider which of the following sets of description most closely fits the individual. All may not be relevant to a particular job.

#### **Exceptional** (10 points)

- Always meets or exceeds the most challenging objectives
- Is an example to others and motivates others to perform well individually or in teams
- Regularly exceeds high quality standards
- Demonstrates a higher level of skill / knowledge than normally expected in comparison to others at the same level
- Can carry responsibilities and achieve excellence at a level greater than currently employed
- Takes on more challenging work than normally expected at this level: given most difficult / complex tasks at this level.
- Is highly innovative
- Significantly enhances the reputation of the organisation.

#### **Fully Effective** (7 points)

- Consistently meets all objectives and sometimes exceeds them.
- Delivers to high quality standards
- Establish good working relationships, internally and externally
- Demonstrates effective skills / knowledge / behaviour, sometimes in excess of what is normally expected
- Prioritise work
- Contributes effectively to team on a personal level and encourages others
- Performs effectively with minimum supervision - can be relied upon to deliver. Responds to challenge or dealing with difficult tasks

#### **Effective** (5 points)

- Meets most objectives and acts to prevent slippage
- Usually delivers work to agreed or acceptable quality standards
- Has sufficient technical skills, behavioural skills and experience to do the job effectively in most areas, though more time may be needed to develop skills in certain areas
- Can be relied on to get the job done, but may require some guidance when dealing with the unfamiliar
- Generally develops good working relationship, but may sometimes be unaware of wider effect of actions
- Objectives set are in line with normal expectations

**Not Effective (0 points)**

- Does not achieve targets
- Does not have the skills / knowledge / behaviour to effectively perform in the job
- Rarely delivers to quality standards expected
- Displays poor judgement
- Cannot manage time which has an adverse impact on others
- Does not contribute to team
- Does not develop good working relationships with colleagues / customers
- Cannot be relied upon
- Requires supervision and guidance to a degree that adversely impacts on work of others

**Redundancy Selection Assessment Sheet**

<b>NAME:</b>		
<b>JOB TITLE:</b>		
<b>LOCATION:</b>		<b>DATE:</b>

This "Detailed Employee Assessment Sheet" is part of the procedure in securing a fair and reasonable decision on the proposed redundancy both for the member of staff and the Valuation Joint Board.

As part of the procedure in selecting one or more members of staff for redundancy, consideration to the following criteria below will be made. Using reasonable objectivity, a weighting will be allocated to each of the areas listed below:

Criterion	Weighting	Score	Comments
<b>Qualifications and Competency:</b>	<b>50</b>		

<b>Attendance (Last 3 yrs):</b>	<b>20</b>		
<b>Disciplinary Record:</b>	<b>10</b>		
<b>Length of Service:</b>	<b>20</b>		
<b>Total</b>	<b>100</b>		

<b>Assessors</b>	<b>Date</b>	<b>Job Title</b>
<b>Signature:</b>		
<b>Signature:</b>		
<b>Reviewer</b>	<b>Date</b>	<b>Job Title</b>
<b>Signature:</b>		





## APPENDIX 2

### **Central Scotland Valuation Joint Board Employment Termination Payments Policy**

**1** Different benefits are payable according to the circumstances of the termination. Some of these are determined by statutory provisions while in the case of others; the Valuation Joint Board has some discretion regarding payment. These are summarised below.

**2** **Ill Health Retiral:** Payments made will be determined by Pension Regulations and Contractual Rights to holiday pay and notice.

**3** **Redundancy Payments:** These are payable where the reason for termination is wholly or mainly attributable to the need for work of a particular kind having ceased or diminished or an expectation that it will do so. Payments are made in accordance with the Local Government (Discretionary Payments) Regulations 1996. Guidelines and procedures are set out in detail in the Valuation Joint Board's Redundancy Policy.

**4** **Early Retirement:** Granting early retirement is a cost to the Valuation Joint Board in respect of having to fund early, and in some cases, enhanced pension payments. These costs are determined by the pension authority and should normally be recouped through consequent revenue budget savings within a maximum of two years. The calculation of costs to be recovered will be determined by the Treasurer of the Valuation Joint Board based on a comparison of the discounted value of savings with the additional costs set by the pension authority.

**5** The Board's discretion to grant added years can be used to enhance the employee's benefit subject to any restriction required to ensure that revenue savings are secured within two calendar years. Board approval is required for any payback period in excess of two years, which will only be considered in exceptional circumstances.

**6** A detailed record must be kept and summarised reports will be made to the Valuation Joint Board and in the Annual Report and Accounts.

**7** Payment in lieu will be an exception. Any individual cases must be approved by the Assessor after taking advice from the Head of Human Resources, Clackmannanshire Council.



## **AGENDA ITEM 5**

### **VALUATION JOINT BOARD FOR CENTRAL SCOTLAND**

**Subject: Update on Revaluation 2010**  
**Meeting: Central Scotland Valuation Joint Board**  
**Date: 26<sup>th</sup> November, 2010**  
**Author: Ian Ballance, Depute Assessor**

#### **1.0 Introduction**

The 2010 Revaluation came into effect on 1st April, 2010. It will remain in effect until the next Revaluation which is scheduled for 2015.

#### **2.0 Revaluation Cycle**

Since 1985 Revaluations have been prepared and implemented every five years. This fits in well with a cycle which involves gathering and analysing information (two years) and dealing with appeals (three years) then gathering and analysing information again. This cycle also gives us sufficient flexibility to deal with our other statutory functions.

#### **3.0 Appeals**

Once the Revaluation Roll comes into force there is a fixed period within which appeals against the Revaluation figures must be lodged. For the current Revaluation the appeal period ran from 1<sup>st</sup> April, 2010 to 30<sup>th</sup> September, 2010. These appeals must be dealt with by 31<sup>st</sup> December, 2013.

It is clear this Revaluation that more appeals than in the past have been lodged. This may be a reflection of the economic times although a number of the appeals are protective, in that an appeal is lodged irrespective of the merits of the valuation figure. In 2005 2,700 appeals were lodged whereas at this Revaluation the figure is 3,800 an increase of 40%. This will have an effect on our work programme for the next three years.

#### **4.0 Timetable**

The vast majority of appellants employ agents to deal with appeals. Although appeals can be discussed at any time experience shows that agents are much more likely to react to the impetus of an appeal being listed for hearing by Central Scotland Valuation Appeal Committee. In order to start the process thirteen appeal committee hearings have been arranged for 2011. One of our early tasks will be to arrange, in agreement with the Secretary of the Valuation Appeal Committee, which appeals will be allocated to which hearing. As appellants must receive a minimum of seventy days notice of any appeal hearing (we in fact attempt to give eighty four days notice) the planning needs to be completed at least three months before each hearing. Much of this planning has already been started.

#### **5.0 Future Arrangements**

Valuation Appeal Committee Hearings will have to be set up for 2012 and 2013. Under the current regulations all appeals must have been listed for a Valuation Appeal Committee Hearing by the end of June 2013. In these years there may also be appeals to be prepared for hearing by the Lands Tribunal for Scotland and the Lands Valuation Appeal Court.

#### **6.0 Conclusions**

The fact that appeal numbers have increased by 40% may cause us to revise our work plans for the next year although much of our deadlines are statutory ones. However these deadlines have been met in the past and there is no reason to consider they will not continue to be met. In twelve months I hope to be able to report that progress with the Revaluation has been satisfactory and we are on course to meet the targets set.

#### **7.0 Recommendations**

The Valuation Joint Board is asked to note this Report.

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**Ian Ballance**

**Dated : 12<sup>th</sup> November, 2010**

## **AGENDA ITEM 6**

### **VALUATION JOINT BOARD FOR CENTRAL SCOTLAND**

**Subject: Customer Survey – Telephone Questionnaire**  
**Meeting: Central Scotland Valuation Joint Board**  
**Date: 26<sup>th</sup> November, 2010**  
**Author: Ian Ballance, Depute Assessor**

#### **1.0 Introduction**

A considerable amount of our business is carried out by telephone. As a Management Team we wished to ensure that our response to those who contacted us by telephone was of a high standard.

#### **2.0 Purpose**

The purpose of the survey was threefold – to measure staff's reaction to public contact, to gauge public reaction to our service where contact was made by telephone and to measure if there were any training needs on telephone use.

#### **3.0 Method**

A questionnaire was sent to those people who contacted us through our switchboard. An ethnic monitoring form was included. A copy of the forms sent out is attached to this Report. A total of two hundred and forty eight forms were issued between May and October 2010 until one hundred completed forms were returned.

## 4.0 Analysis

Question 7 asked “please give your opinion of the efficiency of the telephone services you received” where 1= Poor and 5= Excellent.

- \* 81 returns gave an opinion of 5
- \* 17 returns gave an opinion of 4
- \* 2 returns gave an opinion of 3

Question 1 asked “was your call answered promptly?”

- \* 99 said yes, 1 said no.

Question 2 asked “was your call answered courteously?”

- \* 99 said yes, 1 said no.

No ethnic form was returned in thirteen of the one hundred returns. Information from the returns gave the following picture:-

- \* Of the 74 who provided the information 34 were male and 40 female.
- \* Of the 87 ethnic forms returned, 2 were registered disabled, one male, one female and both answered “5” to question 7.
- \* The return breaks down ethnically as follows:-

White Scottish	66
Other White British	16
Pakistani	2
Other White	2
Chinese	<u>1</u>
Total	87

Three of the forms contained comments:-

- I was disappointed that the person I spoke to could not offer assistance. The attitude was not to help the public but to maximise Council Tax income.
- The man on the phone was exceptionally helpful.
- Efficient, friendly, first class.

## **5.0 Conclusions**

I consider that a return of one hundred forms gives a clear and fair picture of the quality of our work which is carried out by telephone. I conclude that staff are experienced and very good at dealing with telephone customers and public reaction to our service is excellent. There appear to be no training needs on this facet of our work.

## **6.0 Recommendations**

I am pleased to bring this positive report to the attention of the Board and think the staff should be commended on their performance.

.....

**Ian Ballance**  
**3<sup>rd</sup> November, 2010**

## **Appendix**

**1.0 Ethnic monitoring form**

**2.0 Telephone questionnaire**





**ETHNICITY CLASSIFICATION**

<b>Ethnic Group</b>	<b>Tick box</b>
White Scottish	
Other White British	
White Irish	
Other White	
Indian	
Pakistani	
Bangladeshi	
Other South Asian	
Chinese	
Caribbean	
African	
Black Scottish or other Black	
Any mixed background	
Other Ethnic Group	
Refused to say	
Unknown	
Are you registered disabled	YES/NO
Are you male or female (m or f)	



## Central Scotland Assessor Telephone Questionnaire

Please delete as appropriate:

1. Was your call answered promptly? Yes/No
2. Was your call answered courteously? Yes/No
3. Were you connected with the appropriate person at the first attempt? Yes/No
4. If not, was the person to whom you spoke efficient and helpful? Yes/No
5. Were you able to transact your business within one telephone call? Yes/No
6. If you could not complete your business, were you given a contact name and phone number? Yes/No
7. Please give your opinion of the efficiency of the telephone service you received.  
(1 = poor : 5 = excellent)
8. It is important to monitor ethnicity in customer satisfaction.  
Please complete the enclosed form and return it in the envelope provided.



**CENTRAL SCOTLAND VALUATION JOINT BOARD**

**Subject: DATES FOR FUTURE MEETINGS 2011**  
**Meeting: CENTRAL SCOTLAND VALUATION JOINT BOARD**  
**Date: 26 NOVEMBER 2010**  
**Author: CLERK TO THE BOARD**

**1. INTRODUCTION**

- 1.1 The purpose of this Report is to propose dates and venues for meetings of the Valuation Joint Board for 2011.

**2. PROPOSALS**

- 2.1 It is proposed to have ordinary meetings of the Board on the following dates:-

Friday 4 March 2011 at 10am in Hillside House, Stirling  
Friday 17 June 2011 at 10am in Hillside House, Stirling  
Friday 9 September 2011 at 10am in Hillside House, Stirling  
Friday 18 November 2011 at 10am in Hillside House, Stirling

- 2.2 In line with the arrangements for the other Joint Boards, it is proposed to have a Special Meeting of the Board on 28 January 2011, for the purpose of considering the budget. This meeting will be held in the Municipal Buildings, Falkirk with a time to be confirmed in due course.
- 2.3 Members are asked to note that Special Meetings of the Board may be convened outwith the proposed timetable.

**3. RECOMMENDATIONS**

**3.1 The Valuation Joint Board is invited to**

- (i) approve the proposed dates for Ordinary Meetings of the Board for 2011;**
- (ii) agree that a Special Meeting of the Board be held on 28 January 2011, and**

- (ii) note that Special Meetings of the Board may be convened as necessary outwith the planned timetable.

.....  
Clerk to the Board  
Date: 12 November 2010  
Contact Officer: Shona Barton (01324) 506116

**LIST OF BACKGROUND PAPERS**

NIL