



HUMAN RESOURCES AND COUNCIL TAX COMMITTEE

AGENDA

DATE:	Thursday, 22 October 2026
TIME:	7.30 pm
VENUE:	Committee Room, Town Hall, Station Road, Clacton-on-Sea, CO15 1SE

MEMBERSHIP:

Councillor Chapman BEM (Chairman)	Councillor Keteca
Councillor Calver (Vice-Chairman)	Councillor Smith
Councillor Guglielmi	Councillor G Stephenson
Councillor S Honeywood	

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DATE OF PUBLICATION: Wednesday, 14 October 2026

AGENDA

1 Apologies for Absence and Substitutions

The Committee is asked to note any apologies for absence and substitutions received from Members.

2 Minutes of the Last Meeting (Pages 5 - 10)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on Thursday, 30 July 2026.

3 Declarations of Interest

Councillors are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests of Non-Registerable Interests, and the nature of it, in relation to any item on the agenda.

4 Questions on Notice pursuant to Council Procedure Rule 38

Subject to providing two working days' notice, a Member of the Committee may ask the Chairman of the Committee a question on any matter in relation to which the Council has powers or duties which affect the Tendring District **and** which falls within the terms of reference of the Committee.

5 Career Track - Verbal Update

The Committee will receive an oral update regarding the Council's Career Track service.

6 Report of the Director of People - A.1 - Retirement and Flexible Retirement Policy (Pages 11 - 28)

The purpose of this report is to seek the Human Resources and Council Tax Committee's approval of the revised Retirement and Flexible Retirement Policy at Appendix A, which establishes a clear and consistent process for retirement and flexible retirement applications.

7 Report of the Director of People - A.2 - Annual Update on Current Market Forces Supplement Arrangements (Pages 29 - 38)

To present the current Market Forces Supplement arrangements across the organisation to the Human Resources and Council Tax Committee and to formalise the structured annual reporting arrangements under the Council's Discretionary Market Forces Policy.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Human Resources and Council Tax Committee is to be held in the Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 7.30 pm on Monday, 1 March 2027.

Information for Visitors

FIRE EVACUATION PROCEDURE

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Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE HUMAN RESOURCES AND COUNCIL TAX
COMMITTEE,
HELD ON THURSDAY, 30TH JULY, 2026 AT 7.30 PM
IN THE COMMITTEE ROOM - TOWN HALL, STATION ROAD, CLACTON-ON-SEA,
CO15 1SE**

Present:	Councillors Chapman BEM (Chairman), Guglielmi, S Honeywood, Smith and G Stephenson
Also Present:	Councillor P Honeywood
In Attendance:	Katie Wilkins (Director (People)), Marcia Fuller (Acting Head of People), Debianné Messenger (Work Based Learning Manager), Bethany Jones (Democratic Services Officer) and Katie Koppenaal (Democratic Services Officer)

1. CHAIRMAN'S ANNOUNCEMENT

The Chairman (Councillor Chapman BEM) welcomed the new Members (Councillors S Honeywood and Smith) to the Human Resources and Council Tax Committee.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

An apology for absence was submitted on behalf of Councillor Calver (Vice-Chairman) (with no substitution).

3. MINUTES OF THE LAST MEETING

It was moved by Councillor Guglielmi, seconded by Councillor G Stephenson and:-

RESOLVED that the minutes of the last meeting of the Committee, held on Monday 2 March 2026, be approved as a correct record and be signed by the Chairman.

4. DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

5. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 38

No Questions on Notice pursuant to Council Procedure Rule 38 had been submitted on this occasion.

6. CAREER TRACK - VERBAL UPDATE

The Committee received a verbal update on the work of Career Track and watched a video involving three previous apprentices who answered the following questions:-

- *What is your name, your apprenticeship and where is your work location?;*
- *What is something you can do now, that you could not do when you first started?;*
- *How has your apprenticeship help progress in your career?;*
- *Who has supported you the most throughout your journey, and how have they helped?; and*

-
- *What would you say to someone thinking about applying for an apprenticeship?*

Councillor Guglielmi, on behalf of the Committee, told Officers of their continued appreciation to the Career Track team for their work and achievements.

The Committee noted the forgoing.

7. REPORT OF THE DIRECTOR (PEOPLE) - A.1 - WORKFORCE UPDATE

The Committee heard that the Officer report (A.1) provided Members with an overview of the Council's workforce profile, which drew on current data and compared it with both local and national benchmarks. It formed part of the standard reporting cycle to the Human Resources and Council Tax Committee.

Members were told that, as at the 31 May 2026, the reporting date used for the data collation, Tendring District Council (TDC) employed 783 individuals, including casual workers and apprentices, which equated to 501.2 full-time equivalent (FTE) roles. That comprised of 427 full-time and 149 part-time staff, alongside 18 apprentices and 189 casual workers. The number of casual staff reflected seasonal appointments including Seafront Staff, Leisure Attendants and Theatre Staff.

Officers informed the Committee that recruitment and retention remained stable, with no significant impact currently being seen from the forthcoming Local Government Reorganisation (LGR). The Council continued to attract strong levels of interest in vacancies, and recruitment and turnover trends were being closely monitored to ensure that any emerging workforce risks or changes in workforce trends could be identified and addressed at an early stage.

The Committee was made aware that, despite ongoing national recruitment challenges, as highlighted by the Chartered Institute of Personnel and Development's (CIPD) Labour Market Outlook, which had reported that 34% of public sector employers experienced hard-to-fill vacancies, the Council had continued to recruit successfully to a number of roles that had historically been difficult to fill. Recent appointments had been secured across key professional and operational areas, including accountancy, project management and leisure management, demonstrating the Council's ability to attract and retain skilled employees in a competitive labour market.

Members noted that the Council's workforce spanned a broad range, from ages 16 to 81. Whilst retention levels remained strong across the organisation, effective workforce planning remained important to ensure that skills, knowledge and experience were retained, succession risks were managed, and service resilience was maintained over the longer term.

The Committee was also told that there had been no change in the reported workforce diversity since the last reporting period. Currently, 1.3% of contracted staff identified as being from an ethnic minority background, compared to 3.8% within the wider Tendring population. Similarly, 13 employees had declared a disability, which was slightly higher than previously reported, although those figures might be under-represented due to the voluntary nature of disclosure.

The Council maintained a broadly balanced gender profile. Among full-time employees, 47.5% identified as male and 52.5% as female. At senior management level, gender

representation was currently evenly balanced, with 50% of posts held by men and 50% by women, compared with 55.1% male and 44.9% female when previously reported.

As part of its commitment to meeting its equality obligations and maintaining an inclusive workplace, the Council was exploring a partnership arrangement with Colchester City Council and Braintree District Council to share a dedicated Equality, Diversity and Inclusion Lead Officer. Subject to agreement, the shared resource would provide additional capacity and specialist expertise to support the Council's Equality Ambassador network, promote inclusive employment practices, and help ensure compliance with statutory responsibilities, whilst sharing costs and resources across the three authorities.

It was moved by Councillor Guglielmi, seconded by Councillor G Stephenson and unanimously:-

RESOLVED that the Committee noted the Workforce Update Report.

8. REPORT OF THE DIRECTOR (PEOPLE) - A.2 - EMPLOYMENT LEGISLATION

The Committee heard that the Employments Rights Act 2025 had received Royal Assent on 18 December 2025 and that it had introduced a significant programme of employment law reform, with provisions being implemented in phases during 2026 and 2027.

Members were told that, in response, the Council had undertaken a comprehensive compliance audit of its employment policies, procedures and working practices. That had ensured the current requirements were reflected, areas that had required further action had been identified and preparations were in place for forthcoming legislative changes where implementation dates, regulations or statutory guidance were still awaited.

Officers informed the Committee that the audit had resulted in a prioritised action plan to manage compliance risk and support timely policy review. A number of core employment policies had already been updated to address identified gaps, reflect changes now in force, and prepare for further reforms expected in October 2026, January 2027 and later during 2027.

The Committee was made aware that the key implementation dates for the phased introduction of the Employment Rights Act 2025 were summarised below, based on the Government's published implementation timeline. Future implementation dates remained subject to commencement regulations, consultation and/or further statutory guidance where applicable.

6 April 2026

- Collective redundancy protective award – doubling the maximum period of protective award from 90 days to 180 days;
- Day 1 Paternity Leave and Unpaid Parental Leave;
- Strengthened protection for workers who 'blow the whistle' on sexual harassment;

- Bereaved Partners' Paternity Leave – enabling bereaved fathers and partners to take up to 52 weeks' leave if the mother or primary adopter died within the first year of the child's life;
- Statutory Sick Pay (SSP) – removing the Lower Earnings Limit (LEL) and waiting period; and
- Action plans on gender equality, with employers with 250 or more employees encouraged to publish steps being taken to reduce the gender pay gap and support employees experiencing menopause.

7 April 2026

- The establishment of the Fair Work Agency.

August 2026 (subject to commencement and/or further statutory guidance)

- Electronic and workplace balloting for Statutory Trade Union Ballots.

October 2026 (subject to commencement and/or further statutory guidance)

- The duty to inform workers of the right to join a Trade Union;
- Requiring employers to take 'all reasonable steps' to prevent sexual harassment of their employees;
- Introducing employer obligations in relation to third-party harassment; and
- Employment tribunal time limits.

January 2027 (subject to commencement and/or further statutory guidance)

- Reduction of the unfair dismissal qualifying period from two years to six months for dismissals from 1 January 2027, alongside changes to compensatory awards for successful unfair dismissal claims, including removal of the statutory cap. Compensation would continue to be assessed by employment tribunals by reference to actual and projected losses evidenced by the claimant.

During 2027 (subject to commencement and/or further statutory guidance)

- Mandatory gender equality action plans and menopause action plans, following the voluntary action plan arrangements introduced from April 2026;
- Enhanced dismissal protections for pregnant women and new mothers;
- Commencement of regulations setting out specific steps that employers must take to prevent sexual harassment, following consultation;
- Collective redundancy consultation threshold changes;
- Flexible working reforms;
- Bereavement leave, including pregnancy loss; and
- Introduction of the right to guaranteed hours, reasonable notice of shifts and short notice payments.

It was moved by Councillor G Stephenson, seconded by Councillor Guglielmi and unanimously:-

RESOLVED that:-

- a) the contents of the Officer report (A.2) be noted, including the actions taken to date under the relevant Officer delegation arrangements to ensure the Council's employment policies, procedures and working practices remain compliant with the Employment Rights Act 2025; and

- b) the Committee notes that Officers will continue to review and update the Council's employment policies, procedures and working practices as further provisions of the Employment Rights Act 2025 are implemented during 2026 and 2027, and that further informatives will be provided, as necessary, to the Human Resources and Council Tax Committee on resulting policy changes in accordance with the Council's governance arrangements.

The meeting was declared closed at 8.16 pm

Chairman

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HUMAN RESOURCES & COUNCIL TAX COMMITTEE

22 OCTOBER 2026

REPORT OF DIRECTOR OF PEOPLE

A.1 RETIREMENT AND FLEXIBLE RETIREMENT POLICY

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

The purpose of this report is to seek the Human Resources and Council Tax Committee's approval of the revised Retirement and Flexible Retirement Policy at Appendix A, which establishes a clear and consistent process for retirement and flexible retirement applications.

EXECUTIVE SUMMARY

The revised Retirement and Flexible Retirement Policy establishes a single, clear and consistent framework for the management of standard and flexible retirement arrangements. It confirms that the Council does not operate a compulsory retirement age and reflects the relevant requirements of employment and equality legislation and the Local Government Pension Scheme (LGPS).

The principal provisions of the revised Policy are as follows:

- Introduction of a standard Retirement/Flexible Retirement Notification Form, with employees expected, wherever possible, to provide at least three months' written notice.
- A five-stage process covering early discussion, the provision of pension information, formal notification, confirmation of arrangements and completion of the Council's leaver process.
- A requirement for employees to obtain appropriate pension information and consider the financial implications before making a final decision, recognising that the Council is unable to provide financial advice.
- Eligibility criteria for flexible retirement, which may be available to eligible permanent employees who are active LGPS members and have reached the applicable normal minimum pension age, subject to a permanent reduction in contractual hours of more than 25%, a reduction of at least one grade, or both.
- Consideration of each flexible retirement application on its individual merits, having regard to business continuity, service provision, operational impact, affordability, workforce and succession planning, recruitment implications, knowledge retention and any relevant precedent.
- Consideration of the application by the relevant Corporate Director, followed by submission to the Workforce Panel, comprising the Section 151 Officer and the Head of People. The Panel may endorse the application but has no delegated decision-making powers. The formal decision will be taken by the relevant Corporate Director in accordance with Part 3 of the Council's Constitution, having regard to the Panel's advice. Any proposal involving regrading, restructuring or a change in staffing levels, or falling outside the approved Policy, must be referred to the Head of Paid Service or determined through the appropriate constitutional route.
- A requirement that flexible retirement should normally be at no additional cost to the Council, including no pension strain cost, with any early access to pension benefits potentially subject to actuarial reduction.

Flexible retirement is not an automatic entitlement. There is no general trial period and, once pension benefits have been brought into payment, reversal will not normally be available. The Policy nevertheless preserves the Council's ability to consider exceptional circumstances pragmatically and through the appropriate constitutional decision-making route. Employees may remain in, or rejoin, the

LGPS to build up further benefits, including through the 50/50 section where appropriate. Where an application is refused, the employee may use the Council's Grievance Appeals Procedure.

Implementation of the revised Policy will provide a clear and consistently administered route through retirement and flexible retirement. The proposed notice and notification arrangements will allow sufficient time for Essex Pension Fund and the Council's Payroll and Payments Team to obtain estimates and complete the necessary pension and employment processes.

The revised arrangements will support business continuity, service provision and effective workforce and succession planning. They will also facilitate knowledge transfer and the retention of skills and experience where operationally appropriate, while promoting fair, transparent and consistent decision-making across Council services.

The Policy also defines the respective responsibilities of employees, managers, the People Team and the Payroll and Payments Team, thereby strengthening compliance with employment, equality and LGPS requirements and reducing procedural and financial risk.

RECOMMENDATION(S)

It is recommended that the Human Resources & Council Tax Committee:

- a) approves the Retirement and Flexible Retirement Policy attached at Appendix A;**
- b) subject to a) above, notes that flexible retirement applications will be considered in line with the approved Policy and determined in accordance with the delegations set out in the Council's Constitution; and**
- c) authorises the Director of People to implement the approved Policy and, in accordance with the Council's delegated arrangements, make any minor, consequential or legislative amendments to associated procedures, guidance and documentation that do not materially alter the Policy.**

REASON(S) FOR THE RECOMMENDATION(S)

The revised Retirement and Flexible Retirement Policy introduces a standard application form for both retirement and flexible retirement, providing employees with a clear and consistent process to follow.

This will reduce the risk of insufficient notice being given and help ensure that the Essex Pension Fund has adequate time to process pension benefits, so funds are available from the employee's intended retirement date.

The revised Policy will:

- Provide employees with clear and accessible information about their retirement options.
- Ensure that retirement arrangements are administered consistently across all Council services.
- Support effective workforce and succession planning.
- Set out a clear and transparent approach to flexible retirement applications.
- Strengthen compliance with relevant employment legislation and pension scheme requirements.
- Support the retention of valuable skills, knowledge and experience where this is operationally beneficial.

By bringing retirement and flexible retirement arrangements together within a single framework, the Policy will promote consistent and transparent decision-making, strengthen governance and reduce the risk of procedural variation across the Council. Its implementation will also demonstrate the Council's commitment to supporting employee wellbeing, effective retirement planning and a sustainable workforce.

ALTERNATIVE OPTIONS CONSIDERED

Employees seeking access to their Local Government Pension Scheme (LGPS) benefits, whether through retirement from the Council or as part of a flexible retirement arrangement, must follow the relevant LGPS requirements. Essex Pension Fund has requested that employees provide at least three months' notice of their intention to retire. This allows sufficient time for pension benefits to be processed and made available from the intended retirement date. Where insufficient notice is given, an employee may retire from their post before their pension benefits become payable, potentially placing them in a difficult financial position.

The Policy is intended to reduce this financial risk by promoting timely notification. It will also provide managers with additional time to plan for any vacancy or change in service capacity arising from an employee's departure or reduction in working hours.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The revised Retirement and Flexible Retirement Policy supports the Council's Corporate Plan 2024–2028, principally the themes of **Pride in our area and services to residents** and **Financial sustainability and openness**.

Pride in our area and services to residents: timely and consistent retirement planning supports continuity and resilience across Council services. It enables services to plan proactively for vacancies and changes in working arrangements, retain organisational knowledge where appropriate and maintain reliable service delivery for residents.

Financial sustainability and openness: the Policy provides a transparent and consistently applied framework for managing retirement and flexible retirement requests. It supports effective workforce and succession planning, informed management of organisational capacity and appropriate control of financial implications, including the normal expectation that flexible retirement will not create additional pension strain costs for the Council.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

The revised Policy has been developed having regard to the Equality Act 2010, the Employment Rights Act 1996, the Local Government Pension Scheme Regulations 2013, as amended, and relevant ACAS guidance. It provides a framework for the fair and consistent consideration of retirement and flexible retirement applications and does not affect employees' separate statutory employment rights, including those relating to flexible working and reasonable adjustments. Notice arrangements and any review of a decision will be managed in accordance with the Policy, supporting procedures and applicable legal requirements.

Equality Act 2010

The Council does not operate a compulsory retirement age. Retirement-related decisions must be made fairly and without unlawful discrimination. In accordance with the Public Sector Equality Duty, the Council must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations. The duty to consider reasonable adjustments for disabled employees continues to apply.

Employment Rights Act 1996

The Act provides statutory employment rights relevant to the operation of the Policy, including minimum notice, protection from unfair dismissal and the statutory right to request flexible working. A flexible retirement application remains distinct from any statutory flexible working request.

Local Government Pension Scheme Regulations 2013

The Regulations govern pension benefits and entitlements for eligible Council employees. Flexible retirement requires the Council's consent and must be administered in accordance with the Regulations and the Council's approved pension discretions.

The Human Resources and Council Tax Committee has responsibility for approving the Retirement and Flexible Retirement Policy in accordance with the Council's Constitution. Under Part 3 of the Constitution, the relevant Corporate Director has delegated authority to act on staff-management matters within their area of responsibility. The Corporate Director will consider an individual flexible retirement application before submitting it to the Workforce Panel, comprising the Section 151 Officer and the Head of People. The Panel may endorse the application but has no delegated decision-making powers. The formal decision will therefore be taken by the relevant Corporate Director, having regard to the Panel's advice. Ian Davidson, as Chief Executive and Head of Paid Service, holds delegated authority in relation to regrading posts, restructuring and determining staffing levels. Any application engaging those delegations, or falling outside the approved Policy, must be referred to the Head of Paid Service or determined through the appropriate constitutional route.

FINANCE AND OTHER RESOURCE IMPLICATIONS

The implementation of the Retirement and Flexible Retirement Policy does not create significant additional financial implications.

Effective retirement planning enables:

- Better workforce planning.
- Reduced business disruption.
- Improved succession planning.
- Retention of knowledge and expertise through flexible retirement, where appropriate.

The Policy also reinforces the Council's existing requirement that flexible retirement arrangements should not create additional pension strain costs for the Council unless exceptionally approved.

USE OF RESOURCES AND VALUE FOR MONEY

The Best Value Duty relates to the statutory requirement for local authorities and other public bodies defined as best value authorities in Part 1 of the Local Government Act 1999 ("the 1999 Act") to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". In practice, this covers issues such as how authorities exercise their functions to deliver a balanced budget (Part 1 of the Local Government Finance Act 1992), provide statutory services and secure value for money in all spending decisions.

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	The Policy supports financial sustainability through the effective management of retirement and flexible retirement applications, workforce planning and preparation for future staffing requirements.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks.	The Policy establishes a clear and transparent framework for retirement and flexible retirement applications across the workforce, promoting consistency and reducing organisational risk.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	The revised Retirement and Flexible Retirement Policy supports economy, efficiency and effectiveness by promoting timely and structured retirement applications. This will help ensure that pension applications are addressed promptly and fairly, while allowing managers sufficient time to plan

	for vacancies and reductions in working hours within their workforce.
MILESTONES AND DELIVERY	
The adoption and implementation of the Retirement and Flexible Retirement Policy will follow the timeline below: ▪ Management Team – 6 October 2026 ▪ Human Resources and Council Tax Committee – 22 October 2026 Following formal approval, the Policy will be shared with managers across the organisation to promote a consistent and robust approach to retirement planning for employees.	
ASSOCIATED RISKS AND MITIGATION	
The introduction of the revised Retirement and Flexible Retirement Policy will help manage and mitigate a range of organisational risks, including workforce planning gaps, loss of organisational knowledge, inconsistent management practices, delayed pension applications, age discrimination claims and non-compliance with employment and pension regulations.	
OUTCOME OF CONSULTATION AND ENGAGEMENT	
The local union branch executive was consulted on the proposed revisions to the Council's Retirement and Flexible Retirement Policy, and its feedback was considered in developing the revised Policy. The revised procedure will also be communicated to managers to support consistent application and timely decision-making. In addition, advice and input have been sought from the Council's Payroll, Payments and Business Manager regarding compliance with the LGPS application process.	
EQUALITIES	
Section 149 of the Equality Act 2010 establishes the Public Sector Equality Duty (PSED). The revised Retirement and Flexible Retirement Policy supports the Council's commitment to equality by: (a) Confirming that the Council does not operate a compulsory retirement age. (b) Ensuring retirement decisions are made fairly and consistently. (c) Preventing age discrimination. (d) Supporting employees irrespective of age or protected characteristic. The protected characteristics under the Act are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Marriage and civil partnership is also a protected characteristic, but it is only relevant to the duty to eliminate unlawful discrimination. The Council is committed to being an inclusive and supportive employer in all its people policies and practices. A clear, Council-wide approach to retirement and flexible retirement will support consistent and non-discriminatory practice in accordance with the Council's equality and diversity policies. An Equality Impact Assessment has been completed and indicates that the proposals in this report will not have a disproportionately adverse impact on individuals with any protected characteristic.	
SOCIAL VALUE CONSIDERATIONS	
Social Value is defined through the Public Services (Social Value) Act 2012 and requires all public sector organisations (and their suppliers) to look beyond the financial cost of a contract and consider how the services they commission and procure might improve the economic, social and environmental well-being of an area.	

The Council seeks to lead by example as a major local employer. This includes following recognised best practice and ensuring full compliance with legislation. The adoption of the revised Retirement and Flexible Retirement Policy contributes to social value by supporting employee wellbeing and enabling individuals to make informed decisions regarding retirement.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

On 7 September 2026, the Secretary of State for Housing, Communities and Local Government announced in Parliament that a review of the Local Government Reorganisation programme was commencing and that the decision made in March 2026 for Greater Essex and other areas had been withdrawn in light of new legal advice. Following this announcement, local authorities received correspondence from the Minister of Housing, Communities and Local Government requesting that councils cease work on implementing the previously announced decisions until the review has concluded. The timetable for completion of the review is currently unknown.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

Consideration has been given to the Council's aim to be net zero by 2050. There are no direct implications arising from the content of this report.

OTHER RELEVANT IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder	Not applicable.
Health Inequalities	Employment is known to be a significant factor supporting the health of individuals. The Council is a major employer in the area contributing to the wider determinants of health and wellbeing.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	This report does not involve the provision of financial assistance or confer any economic advantage to external organisations; therefore, subsidy control considerations are not applicable in this instance.
Area or Ward affected	Not applicable.

ANY OTHER RELEVANT INFORMATION

None.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Tendring District Council recognises that retirement is a significant life event and is committed to supporting employees to understand and plan for their retirement options. Clear and timely arrangements are important both for employees' financial wellbeing and for the Council's ability to manage workforce changes, succession planning, knowledge transfer and service continuity.

There is currently no standard form for employees to notify the Council of their intention to retire or to apply for flexible retirement. This has contributed to some employees providing insufficient notice for the necessary pension arrangements to be completed. The Essex Pension Fund requires sufficient time to process pension benefits, and where an employee retires before those benefits are available, any delay may adversely affect their income and create financial difficulty.

The revised Retirement and Flexible Retirement Policy addresses this gap by introducing a single Retirement/Flexible Retirement Notification Form and a clear process for both retirement and flexible retirement. Wherever possible, employees are expected to provide at least three months' written notice and to submit the completed form so that managers, the People Team, the Payroll and Payments Team

and Essex Pension Fund have sufficient information and time to progress the required employment and pension arrangements.

- A five-step retirement process, from early discussion and pension information through to formal notification, confirmation and the Council's leaver process.
- An expectation that employees will provide at least three months' written notice, wherever possible, to support the timely processing of pension benefits and employment arrangements.
- The eligibility criteria and application requirements for flexible retirement, including a permanent reduction in hours of more than 25%, a reduction of at least one grade, or both.
- The requirement for flexible retirement requests to address business continuity and service provision. Applications will be considered by the relevant Corporate Director before submission to the Workforce Panel, comprising the Section 151 Officer and the Head of People. The Panel may endorse an application but has no delegated decision-making powers. The formal decision will be taken by the relevant Corporate Director in accordance with the Council's Constitution, having regard to the Panel's advice. Any matter reserved to the Head of Paid Service or falling outside the approved Policy must be referred through the appropriate constitutional route.
- The respective responsibilities of employees, managers, the People Team and the Payroll and Payments Team throughout the process.
- The need for employees to obtain pension estimates and consider the effect of retirement or flexible retirement on their pension benefits, earnings and overall financial position.

Overall, the revised Policy provides a clear, consistent and supportive framework for retirement and flexible retirement. The notification form will improve the quality and timeliness of information, reduce the risk of delays to pension payments and help employees make informed decisions about their retirement and financial position. It will also support fair and transparent decision-making, effective workforce and succession planning, and consistent administration across Council services.

PREVIOUS RELEVANT DECISIONS TAKEN BY COUNCIL/CABINET/COMMITTEE ETC.

Full Council previously approved, in exceptional circumstances connected with Local Government Reorganisation, the reversal of a flexible retirement arrangement that fell outside the Council's ordinary policy position. That decision does not create a general entitlement to reversal but demonstrates that exceptional cases may require pragmatic consideration through the appropriate constitutional decision-making route.

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

The relevant Full Council report and decision relating to the exceptional reversal of a flexible retirement arrangement in connection with Local Government Reorganisation.

APPENDICES

Appendix A – Retirement and Flexible Retirement Policy

REPORT CONTACT OFFICER(S)

Name	Ritika John
Job Title	Senior People Advisor
Email/Telephone	rjohn@tendringdc.gov.uk

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RETIREMENT AND FLEXIBLE RETIREMENT POLICY

Issued by – People Team
Updated – October 2026



RETIREMENT AND FLEXIBLE RETIREMENT POLICY

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1. INTRODUCTION

Retirement is an important personal decision and a significant stage in an employee's working life. Tendring District Council values the contribution employees make throughout their careers and is committed to providing helpful information and support as they consider their options and plan for retirement.

The Council wishes to make the retirement process as clear, supportive and straightforward as possible, recognising that each employee's circumstances will be different. This policy explains the options, arrangements and sources of support available, while helping the Council to plan effectively and maintain its services.

There is no compulsory retirement age at the Council and employees can choose when retirement is right for them. Employees will not be expected to retire simply because they have reached a particular age. Any retirement arrangements will be considered fairly and in accordance with relevant employment and equality legislation, and the rules of the Local Government Pension Scheme (LGPS).

2. RETIREMENT

If you are thinking about retiring, speak to your line manager as early as possible. This helps you and the Council plan for your departure, including any handover or knowledge transfer. You must notify the Council in writing, giving at least your contractual notice and, wherever possible, three months' notice, in line with the Essex Pension Fund administration requirements. Include your intended retirement date and complete the form at the end of this policy.

2.1 Retirement Process

Step 1: Initial Discussion

Have an informal discussion with your line manager about your plans and possible retirement date. This is an opportunity to discuss timing, handover and any initial questions. The Council cannot provide personal financial or regulated pension advice, and you may wish to obtain independent financial advice.

Step 2: Pension Information

Before making a final decision, request pension information and an estimate from Essex Pension Fund through the Payroll and Payments Team. Any figures provided are estimates until Essex Pension Fund confirms your benefits.

Step 3: Formal Notification

Give written notice of retirement to your line manager, giving at least your contractual notice and, wherever possible, three months' notice before your intended retirement date. Your line manager will complete a Termination Form on TED to process your resignation.

Step 4: Confirmation

The People Team in consultation with the Payroll Team will confirm:

- Acknowledgement of your retirement date.

- Final working arrangements.
- Outstanding annual leave arrangements.
- Any pension-related administrative processes.

Step 5: Leaving Process

You will complete the Council's standard leaving process, including:

- Return of any Council property.
- Knowledge transfer and handover arrangements.

3. FLEXIBLE RETIREMENT

Flexible retirement enables the Council to retain valuable organisational knowledge, skills and experience, supporting effective knowledge transfer, succession planning and continuity of service. At the same time, it gives eligible employees the option to access their pension benefits while continuing to work for the Council in a reduced capacity, allowing them to make a gradual and flexible transition into retirement.

The Local Government Pension Scheme (LGPS) allows eligible employees to take some or all of their pension benefits while continuing to work with reduced hours or at a lower grade, if the Council agrees. You must normally be aged 55 or over and have met the LGPS two-year qualifying period. The earliest age will increase to 57 from 6 April 2028, subject to the LGPS rules in force at the time and any protected pension age or other statutory exception. You can normally continue paying into the LGPS in your reduced role and build up further benefits. LGPS benefits must be brought into payment by age 75.

Flexible retirement can involve a reduction in hours, a move to a lower grade, or both. Applying is entirely your choice. No employee will be pressured or encouraged to retire because of their age. Retirement discussions must be handled sensitively, consistently and in accordance with the Equality Act 2010.

3.1 Who can apply for flexible retirement?

For an employee to be eligible to make an application for flexible retirement, they must demonstrate that they meet the following criteria:

- a) You must be employed by Tendring District Council and be an active member of the LGPS. Eligibility does not depend only on whether your contract is permanent or fixed-term.
- b) You must have met the LGPS two-year qualifying period, or any alternative qualifying requirement that applies under the Scheme rules.
- c) You must have reached the minimum pension age that applies under the LGPS, subject to any protected pension age or statutory exception.
- d) You must permanently reduce your contractual hours by more than 25%, move to a post at least one grade lower, or both. These are Council policy requirements rather than requirements of the LGPS Regulations. They will be applied consistently, taking account of individual circumstances, the Equality Act 2010 and the duty to make reasonable adjustments where applicable.

The Council will consider whether the proposed reduction in hours or grade can be accommodated while maintaining effective service delivery.

Example:

- An employee working 37 hours a week asks to reduce their hours by more than 25% and take their pension benefits.
- They complete the Flexible Retirement Notification Form and explain how the proposed arrangement could work.
- Their line manager prepares a business case, including service and cost implications.
- If approved, the employee starts the revised working arrangement and the approved pension benefits are brought into payment.
- The employee normally remains in the LGPS for their continuing employment and builds up further benefits unless they opt out.

3.2 How to apply for flexible retirement

Under this policy, the Council considers the proposed reduction in hours or grade together with the release of pension benefits as one flexible-retirement application. A statutory flexible-working request is separate. If you also want to make a statutory flexible-working request, you must apply separately under the Council's Flexible Working Policy. That request will be considered under the statutory procedure and the ACAS Code of Practice. A decision under one process does not determine the outcome under the other.

How to apply

1. **Complete the form** at the end of this policy and send it to your line manager at least three months before the proposed start date.
2. **Explain your proposal**, including the hours, grade or working pattern you are requesting and how you think it could work in practice.
3. **Consider the financial effect** on your pay, pension and wider circumstances. The Payroll and Payments Team will ask Essex Pension Fund for an estimate and confirm whether there would be a cost to the Council. Pension figures are estimates until confirmed by Essex Pension Fund.
4. **Your manager will prepare a business case.** The process includes obtaining pension estimates, considering the business case and confirming any financial implications, and may take several weeks. Your manager will keep you reasonably informed of progress and you will be notified of the outcome in writing.

If your flexible-retirement proposal depends on securing another post through a recruitment process, you must still submit a flexible-retirement application. Approval will depend on the outcome of the recruitment process, the requirements of this policy and confirmation that the relevant pension benefits can be paid.

4. HOW YOUR APPLICATION WILL BE CONSIDERED

What your line manager will consider

- The effect on service delivery and whether the work can be reorganised.
- Any recruitment, restructuring, consultation or approval that may be needed.
- The financial effect, including any pension cost to the Council.
- The information provided with the application.

- The benefits or disadvantages for the service, including skills retention, knowledge transfer and succession planning.
- Consistency with comparable cases, while deciding each application on its own facts.
- Any alternative options if the request cannot be approved.

Your line manager will set out the relevant information and recommendation in a business case. **The application will then follow this decision process:**

1. **Corporate Director review:** The relevant Corporate Director will review the application and business case.
2. **Workforce Panel advice:** The Corporate Director will refer the application to the Workforce Panel, comprising the Section 151 Officer (the Council's chief finance officer) and the Head of People. The Panel may endorse the application and provide advice, but it does not make the decision.
3. **Formal decision:** After considering the Panel's advice, the relevant Corporate Director will approve or refuse the application under Part 3 of the Council's Constitution.
4. If the proposal involves regrading, restructuring or a change in staffing levels, it must be referred to the Chief Executive, via the Workforce Panel, in their role as Head of Paid Service.

In respect of an application from the Head of Paid Service or Corporate Director, a business case will be created by the Director of People and then considered through the appropriate constitutional decision-making route.

5. ADDITIONAL INFORMATION

You can have only one flexible-retirement arrangement for pension benefits already brought into payment. There is no trial period and, once those benefits are being paid, the pension decision cannot simply be reversed. You and the Council may later agree a further change to your hours, grade or working arrangements under the relevant Council procedure, but this will not reverse the pension decision or create a second flexible-retirement event for benefits already taken.

If your application is refused, you may appeal in writing under the Council's Grievance Appeals Procedure. Wherever practicable, an appropriately authorised manager who was not involved in the original decision will consider the appeal.

When your revised working arrangements begin, you will normally remain an active member of the LGPS and build up further pension benefits from your continuing employment, unless you choose to opt out.

Flexible retirement is different from retiring and later being re-employed. Under flexible retirement, you remain employed under revised contractual arrangements while the approved pension benefits are brought into payment. The effect of any later employment on your pension will be determined under the LGPS rules and Essex Pension Fund requirements in force at the time.

6. PAYMENTS AND COSTS

Taking pension benefits early may reduce the amount paid because the benefits are expected to be paid for longer. This is called an **actuarial reduction**. The effect will depend on your age, LGPS membership and the benefits you choose to take.

Flexible retirement will normally be approved only if it creates no additional pension or other cost for the Council. A **pension strain cost** is an additional cost to the Council caused by paying pension benefits early. In exceptional cases, the Council may consider waiving all or part of an actuarial reduction on compelling compassionate grounds. Because this would fall outside the normal nil-cost position, it must follow the appropriate approval route under the Council's Constitution, LGPS employer discretions policy and financial delegations. Advice will also be obtained from Essex Pension Fund.

For your continuing employment, you may choose the LGPS 50/50 section. This means paying half the normal pension contributions and building up pension at half the normal rate while you are in that section. Obtain pension information before making this choice.

When flexible retirement begins, your contribution rate for the continuing employment will be based on your reduced pensionable pay. The contribution bands applying from 1 April 2026 are shown below.

Pensionable pay from 1 April 2026	Main section rate	50/50 section rate
Up to £18,400	5.5%	2.75%
£18,401–£29,000	5.8%	2.90%
£29,001–£47,300	6.5%	3.25%
£47,301–£59,800	6.8%	3.40%
£59,801–£84,000	8.5%	4.25%
£84,001–£119,100	9.9%	4.95%
£119,101–£140,400	10.5%	5.25%
£140,401–£210,700	11.4%	5.70%
£210,701 or more	12.5%	6.25%

Contribution bands are reviewed each year and may change. The Payroll and Payments Team will apply the rate in force at the time.

7. FURTHER INFORMATION

For more information about the LGPS, contact Essex Pension Fund. You can request a flexible-retirement estimate through the Payroll and Payments Team. Use the State Pension age calculator on GOV.UK for State Pension information.

Check your LGPS records or contact Essex Pension Fund for your LGPS Normal Pension Age and benefit information.



RETIREMENT/FLEXIBLE RETIREMENT NOTIFICATION FORM

Complete this form for either retirement or flexible retirement. For retirement, give at least your contractual notice and, wherever possible, three months' notice. For flexible retirement, apply at least three months before the proposed start date.

PART A — YOUR DETAILS

Employee Name	
Payroll Number	
Post Number	

PART B — YOUR POST

Directorate	
Job Title	
Line Manager	

PART C — TYPE OF REQUEST

Please tick as appropriate:

- ☐ Retirement (*Termination of Employment*)
- ☐ Flexible Retirement (*Subject to Employer Approval and Pension Scheme Regulations*)

PART D — PROPOSED RETIREMENT DETAILS

Proposed retirement date or flexible-retirement start date: _____

FLEXIBLE RETIREMENT ONLY

Current Contracted Hours: _____

Proposed Contracted Hours: _____

Current Grade: _____ Proposed Grade: _____

Current Working Pattern: _____

Proposed Working Pattern: _____

Please explain briefly how you think the proposed arrangement could work:

PENSION INFORMATION (FLEXIBLE RETIREMENT ONLY)

Have you requested pension information or an estimate through the Payroll and Payments Team?

☐ Yes

☐ No

I understand that, if my flexible-retirement application is approved, the pension benefits covered by the approval will be brought into payment under the LGPS rules.

PART E — YOUR DECLARATION

By signing this form, I confirm the request selected in Part C and understand that:

- The information provided on this form is true and complete to the best of my knowledge.
- Flexible retirement is not an automatic entitlement. It requires Council approval and must meet the business requirements in this policy and the LGPS rules.
- I understand that any pension benefits payable will be determined in accordance with the rules of the Local Government Pension Scheme in force at the time of retirement.
- I understand that retirement and flexible retirement decisions may affect my pension benefits, salary, and overall financial position.
- I acknowledge that the Council cannot provide financial advice and that I may wish to seek independent financial advice before making a decision.
- The Council will use the personal information provided on this form for employment, payroll and pension administration in accordance with its employee privacy notice.

Employee Signature: _____

Date: ____ / ____ / ____

Checklist (Employee)

Please ensure the following have been completed:

☐ Form submitted to line manager

☐ Pension estimate requested, if applicable

☐ Annual leave arrangements discussed

Send the completed form to your line manager. Your line manager will forward it to the Payroll and Payments Team at **payroll@tendringdc.gov.uk**.

(A copy of this form can be found on the Council's Intranet under the Forms section)

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HUMAN RESOURCES & COUNCIL TAX COMMITTEE

22 OCTOBER 2026

REPORT OF THE DIRECTOR OF PEOPLE

A.2 ANNUAL UPDATE ON CURRENT MARKET FORCES SUPPLEMENT ARRANGEMENTS

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To present the current Market Forces Supplement arrangements across the organisation to the Human Resources and Council Tax Committee and to formalise the structured annual reporting arrangements under the Council's Discretionary Market Forces Policy.

EXECUTIVE SUMMARY

The Council is committed to the principles of equal pay for work of equal value. The National Job Evaluation and Grading Scheme provides an analytical and non-discriminatory method of evaluating jobs by assessing the size, nature, and level of a post, rather than the individual post holder. This remains the foundation of the Council's pay and grading framework.

Market Forces Supplements sit outside the evaluated grade of a post and must therefore be regarded as exceptional, temporary and objectively justified. They may only be considered where there is clear evidence that external labour market conditions are materially affecting the Council's ability to recruit or retain employees with the skills, knowledge and experience required for the role.

The Council's Discretionary Market Forces Policy was last reviewed and updated in 2024. The review clarified decision-making responsibilities, evidence requirements, review arrangements and reporting expectations, ensuring that the framework remained clear, practical and aligned to current organisational needs.

The revised policy confirms that decisions on the approval, continuation, variation or withdrawal of individual Market Forces Supplements are operational employment matters delegated to the Head of Paid Service, following consultation with the Director of People and the Chair and Vice-Chair of the Human Resources and Council Tax Committee. The Committee's role is to receive collated information on current arrangements, enabling it to monitor use of the policy and seek assurance that supplements remain evidence-based and proportionate, while maintaining the distinction between strategic oversight and officer decision-making.

Under the policy, any request to approve, continue, vary or withdraw a Market Forces Supplement must be supported by a detailed business case and objective evidence. This must include consideration of the relevant labour market position, recruitment and retention risk, service need, affordability, alternative resourcing options, review arrangements and the equal pay implications of the proposed payment. The business case must clearly record the objective justification for the decision, ensuring that supplements remain exceptional, proportionate, time-limited and capable of being varied or withdrawn where the evidence no longer supports their continuation.

Members have previously received updates on Market Forces Supplements outside the formal Committee cycle, where relevant. This report establishes a structured annual reporting arrangement under the revised policy, with Appendix A presenting current arrangements by service or professional area.

RECOMMENDATION(S)

It is recommended that the Human Resources and Council Tax Committee:

- a. notes the current Market Forces Supplement arrangements across the organisation, as set out in Appendix A to this report;
- b. notes that this report formalises the structured annual reporting arrangements under the Council's Discretionary Market Forces Policy; and
- c. notes that decisions relating to the approval, continuation, variation or withdrawal of individual Market Forces Supplements are delegated to the Head of Paid Service, following consultation with the Director of People and the Chair and Vice-Chair of the Human Resources and Council Tax Committee, and subject to the evidence and review requirements set out in the policy.

REASON(S) FOR THE RECOMMENDATION(S)

The revised Discretionary Market Forces Policy provides for the Human Resources and Council Tax Committee to receive annual information on current Market Forces Supplement arrangements across the organisation.

Members have previously received updates outside the formal Committee cycle, where relevant. Presenting the information through this report strengthens the governance position by placing that oversight within a structured reporting arrangement, supporting transparency, assurance and a clear audit trail.

The continued use, variation or withdrawal of Market Forces Supplements must be based on clear evidence, including market conditions, recruitment and retention data, service need, affordability and the requirement to protect the Council's equal pay position.

ALTERNATIVE OPTIONS CONSIDERED

An alternative would be to continue providing updates outside the formal Committee cycle on an ad hoc basis. A structured annual report provides a more consistent mechanism for bringing together the relevant information and supporting the Committee's ongoing assurance role.

The Committee could seek to approve each individual Market Forces Supplement. However, this would not reflect the current policy position, which delegates approval to the Head of Paid Service, following consultation with the Director of People and the Chair and Vice-Chair of the Human Resources and Council Tax Committee.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The appropriate and evidence-based use of Market Forces Supplements supports the delivery of the Council's Corporate Plan 2024–2028, particularly the priority of Financial Sustainability and Openness. The policy provides a transparent and controlled framework for responding to evidenced recruitment and retention pressures, while ensuring that exceptional pay arrangements remain affordable, objectively justified and subject to appropriate oversight.

Maintaining the skills and organisational capacity required to deliver effective services also supports the Corporate Plan priority of Pride in our Area and Services to Residents. Over the medium term, the Council will need to review its future operating model, organisational capacity and workforce skills to ensure they align with changing priorities, service demands and the wider local government landscape.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

The Council must ensure compliance with employment legislation, including the Equality Act 2010 and the principles of equal pay for work of equal value.

The National Job Evaluation Scheme provides the Council with an analytical and non-discriminatory basis for determining the grade of a post. Market Forces Supplements sit outside the evaluated grade and should therefore only be applied where there is clear, objective evidence that recruitment or retention difficulties are being caused by labour market conditions and that such a payment is necessary to address them.

The Market Forces Policy helps manage legal and governance risk by ensuring that supplements continue to be objectively justified, time-limited, regularly reviewed, affordable and consistently applied. This is important to avoid undermining the integrity of the pay and grading framework or creating avoidable equal pay risk.

The controlled and evidence-based use of Market Forces Supplements also supports the Council's best value duty by helping ensure that recruitment and retention interventions are proportionate, affordable and directed toward maintaining effective service delivery.

The Human Resources and Council Tax Committee has responsibility for key Human Resource and personnel issues not reserved to Council or delegated to officers. The policy therefore preserves the Committee's strategic oversight role through annual reporting, while individual employment decisions relating to the approval, continuation, variation or withdrawal of Market Forces Supplements are delegated to the Head of Paid Service following consultation with the Director of People and the Chair and Vice-Chair of the Committee.

FINANCE AND OTHER RESOURCE IMPLICATIONS

Market Forces Supplements have financial implications for service budgets. The policy provides that, where a supplement is approved, the cost will normally be met from the relevant service budget, unless alternative funding arrangements are agreed through the appropriate financial governance route.

The current Market Forces Supplement arrangements across the organisation are set out in Appendix A. Any associated payments remain subject to review in accordance with the policy.

USE OF RESOURCES AND VALUE FOR MONEY

Market Forces Supplements are intended to be used only where there is a clear and evidenced need. They may support recruitment and retention, service resilience and the retention of specialist skills, but do not in themselves guarantee a successful outcome.

Their effectiveness should therefore be considered alongside actual recruitment and retention experience, wider labour-market conditions and other available workforce and resourcing options. Regular monitoring provides assurance that supplements remain justified, proportionate and appropriate.

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	By ensuring that Market Forces Supplements are applied only where supported by robust evidence, the Council can respond to recruitment and retention pressures in a controlled and proportionate way, while maintaining appropriate oversight of financial and equal pay implications.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks.	The policy requires a clear business case, objective evidence, appropriate consultation and regular review. Annual reporting to the Human Resources and Council Tax Committee provides transparency and assurance.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	The Council uses labour-market evidence, recruitment and retention data, service performance information and the cost of alternative resourcing options to assess whether a Market Forces Supplement represents an effective and proportionate response. Regular review enables supplements to be continued, varied or withdrawn where evidence changes, supporting service continuity while avoiding unnecessary or ineffective expenditure.

MILESTONES AND DELIVERY

- a) ongoing maintenance of a register of current Market Forces Supplement arrangements across the organisation;
- b) review of individual supplements in accordance with the timescales set out in the policy;
- c) consultation with the Director of People and the Chair and Vice-Chair of the Human Resources and Council Tax Committee where approval, continuation, variation or withdrawal of a supplement is proposed;
- d) annual reporting to the Human Resources and Council Tax Committee.

ASSOCIATED RISKS AND MITIGATION

Failure to maintain a robust and evidence-based approach to Market Forces Supplements could expose the Council to equal pay, consistency, financial and reputational risks.

These risks are mitigated by requiring a clear business case before a supplement is approved, ensuring decisions are informed by objective market evidence, applying the policy consistently, maintaining a register of supplements in payment, reviewing supplements in line with the policy and reporting the use of Market Forces Supplements to the Human Resources and Council Tax Committee annually.

OUTCOME OF CONSULTATION AND ENGAGEMENT

The Market Forces Policy provides that approval, continuation, variation or withdrawal of individual

Market Forces Supplements is delegated to the Head of Paid Service, following consultation with the Director of People and the Chair and Vice-Chair of the Human Resources and Council Tax Committee.

This approach enables timely operational decisions to be made where recruitment or retention pressures require a response, while ensuring appropriate oversight through consultation with the Director of People and the Chair and Vice-Chair and through annual reporting to the Committee.

Where appropriate, consultation or engagement with relevant managers, Finance and Human Resources takes place as part of the business case and review process.

EQUALITIES

The Council must ensure that Market Forces Supplements are applied in a fair, consistent and objectively justified way.

Each business case must consider the equal pay implications of the proposed arrangement and clearly evidence the objective justification for any departure from the evaluated grade of the post.

Annual monitoring provides an additional safeguard by supporting oversight of the consistency and continued justification of supplements across the organisation.

SOCIAL VALUE CONSIDERATIONS

The Council aims to lead by example as a major local employer. A fair, transparent and evidence-based approach to pay and reward supports good employment practice and contributes to the Council's wider role as an anchor organisation.

The appropriate use of Market Forces Supplements can support service resilience by helping the Council recruit and retain employees with the skills required to deliver effective services for residents.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

On 7 September 2026, the Secretary of State for Housing, Communities and Local Government announced in Parliament that a review of the Local Government Reorganisation programme was commencing and that the decision made in March 2026 for Greater Essex, and other areas, had been withdrawn in light of new legal advice. Following this announcement, local authorities received correspondence from the Minister of Housing, Communities and Local Government requesting that, until the review has concluded, councils cease work on implementing the decisions previously announced. The timetable for completion of the review is currently unknown.

Accordingly, this report has no direct implications for devolution or Local Government Reorganisation at this stage, although the position will continue to be kept under review as the wider programme develops.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

This report has no direct implication on the Council's aspiration to be net zero by 2050.

OTHER RELEVANT IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder	Not applicable
Health Inequalities	Tendring is a major employer in the District of Tendring and employs approximately 530 staff. Employment is a significant factor in supporting good health and contributes to the wider determinants of health agenda.

Area or Ward affected	Not applicable
ANY OTHER RELEVANT INFORMATION	
N/A	

PART 3 – SUPPORTING INFORMATION

BACKGROUND
The introduction of the National Single Status Job Evaluation and Grading Scheme, developed jointly by National Employers and Trade Unions, provided an analytical and non-discriminatory method of evaluating jobs in Local Government. The Scheme measures the size, nature and level of a job, rather than the person doing the job, across a series of factor levels. The Council has previously worked with the East of England Local Government Association to review its pay structure and benchmark salaries and benefits against comparative roles in the East of England region. Analysis of that benchmarking indicated that the majority of roles were paid at a level broadly in line with comparative roles and that the Council's pay line was generally set at an appropriate level. Notwithstanding this, the Council may from time to time experience recruitment and retention pressures in specific professional, technical or specialist roles. In such circumstances, a Market Forces Supplement may be considered as part of a wider workforce response. The appropriateness and effectiveness of a supplement will depend on the strength of the labour market evidence, the needs of the service and the extent to which it supports successful recruitment and retention outcomes. The Discretionary Market Forces Policy was reviewed and updated in 2024 as part of good governance. The update clarified the framework for considering Market Forces Supplements, including the evidence requirements, review and withdrawal arrangements, decision-making responsibilities and annual reporting expectations. Under the revised approach, the Head of Paid Service may approve, continue, vary or withdraw individual supplements following consultation with the Director of People and the Chair and Vice-Chair of the Human Resources and Council Tax Committee. This preserves appropriate oversight and assurance in respect of exceptional pay arrangements, while allowing operational employment decisions to be taken in a timely and evidence-based way. Market Forces Supplements remain exceptional, time-limited and subject to regular review, helping the Council to meet its equal pay obligations and maintain the integrity of its pay and grading structure. Where a supplement is agreed for a specific post or group of posts, all existing and newly recruited post holders in the same role, with the same terms and job profile, should be treated consistently unless there is clear objective justification for a different approach.
PREVIOUS RELEVANT DECISIONS TAKEN BY COUNCIL/CABINET/COMMITTEE ETC.
Report of the Assistant Director (Partnerships) - Market Forces Policy Update Report to the Human Resources and Council Tax Committee, 30 July 2024.
BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL
Discretionary Market Forces Policy.

APPENDICES**Appendix A – Current Market Forces Supplement Arrangements by Service or Professional Area****REPORT CONTACT OFFICER(S)****Name**

Katie Wilkins

Job Title

Director of People

Email/Telephone

kwilkins@tendringdc.gov.uk

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A.2 – APPENDIX A

Current Market Forces Supplement Arrangements by Service or Professional Area

Service or Professional Area	Market Forces Eligibility Requirements
Payroll and Payments	Qualified Payroll Officers who have achieved either a certificate or diploma in payroll management.
IT	Staff appointed to Senior IT Technical (Level II), IT Section Manager (Level III) or IT Head of Service (Level IV) roles, or equivalent, as categorised in the East of England Local Government Association (EELGA) benchmarking.
People (HR)	Qualified People Officers who have achieved either the Chartered Institute of Personnel and Development (CIPD) Associate Diploma in People Management or the Advanced Diploma (Postgraduate Level).
Planning	Fully qualified Planners holding either a degree or postgraduate qualification in Planning.
Environmental Health	Environmental Health Practitioners who are registered with the Chartered Institute of Environmental Health (CIEH), or whose existing registration with the former Environmental Health Registration Board (EHRB) remains valid.
Legal	Qualified solicitors holding a current Solicitors Regulation Authority (SRA) practising certificate.
Elections	Electoral Services staff holding the AEA Certificate in Electoral Administration or AEA Diploma in Electoral Administration.
Building and Property	Surveyors holding a Level 6 or Level 7 degree in Surveying and either holding or actively working towards chartered status or higher-level membership of an appropriate professional body such as the Royal Institution of Chartered Surveyors (RICS).

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