



**Committee:** PERSONNEL COMMITTEE

**Date:** TUESDAY, 22<sup>ND</sup> NOVEMBER 2022

**Venue:** LANCASTER TOWN HALL

**Time:** 6.10 P.M.

## A G E N D A

1. **Apologies for absence**

2. **Minutes**

Minutes of meeting held on 22<sup>nd</sup> September 2022 (previously circulated).

3. **Declarations of Interest**

To receive declarations by Councillors of interests in respect of items on this Agenda.

Councillors are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Councillors are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

4. **Items of Urgent Business authorised by the Chair**

5. **Annual and Statutory Leave Policy** (Pages 3 - 24)

Report of the Head of HR and OD.

6. **Employee Performance and Development Policy** (Pages 25 - 37)

Report of Head of HR and OD.

7. **Exclusion of the Press and Public**

The Committee is recommended to pass the following recommendation in relation to the following item:-

"That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press

and public be excluded from the meeting for the following item of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act.”

Members are reminded that, whilst the following item has been marked as exempt, it is for the Committee itself to decide whether or not to consider this in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

**8. Leadership Team Restructure (Pages 38 - 55)**

Report of the Chief Executive.

**ADMINISTRATIVE ARRANGEMENTS**

**(i) Membership**

Councillors Paul Anderton (Chair), Jason Wood (Vice-Chair), Fabiha Askari, Roger Dennison, Mel Guilding, Caroline Jackson and Paul Stubbins

**(ii) Substitute Membership**

Councillors Geoff Knight (Substitute), Erica Lewis (Substitute), Cary Matthews (Substitute), Oliver Robinson (Substitute), Joanna Young (Substitute), 1 substitute vacancy for each of the Conservative and Green and Independent Groups

**(iii) Queries regarding this Agenda**

Please contact Stephen Metcalfe, Democratic Services - email [sjmetcalfe@lancaster.gov.uk](mailto:sjmetcalfe@lancaster.gov.uk).

**(iv) Changes to Membership, substitutions or apologies**

Please contact Democratic Support email [democracy@lancaster.gov.uk](mailto:democracy@lancaster.gov.uk).

MARK DAVIES,  
CHIEF EXECUTIVE,  
TOWN HALL,  
DALTON SQUARE,  
LANCASTER, LA1 1PJ

Published on Monday, 14<sup>th</sup> November 2022.

<b>PERSONNEL COMMITTEE</b>
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**HR POLICY REVIEW****22<sup>nd</sup> November 2022****Report of the Head of HR and OD****PURPOSE OF REPORT**

To enable the Committee to consider and approve a revision to the Annual and Statutory Leave Scheme for NJC Greenbook and JNC Chief Officers to be implemented from 1<sup>st</sup> April 2023.

This report is public.

**RECOMMENDATIONS**

- (1) That in consideration of the comments of the Joint Consultative Committee on 9 November 2022, the Committee is requested to approve the revisions to the Annual and Statutory Leave Scheme.**

**1.0 Introduction**

- 1.1 From time to time the Council will review policies and procedures to support the management of workforce related matters and ensure that they are legally compliant and up to date.
- 1.2 The appended draft policy was considered at the Joint Consultative Committee (JCC) meeting on 9 November 2022. JCC proposed that the policies as presented should be referred to Personnel Committee for approval.

**2.0 Annual and Statutory Leave Scheme**

- 2.1 The Annual and Statutory Leave Scheme has been proposed to be updated to reflect recent changes nationally negotiated and agreed by the National Joint Council as part of the 2022 pay award.
- 2.2 The NJC has agreed that:

*From **1 April 2023**, all employees covered by this National Agreement, regardless of their current leave entitlement or length of service, will receive a permanent increase of one day (pro rata for part-timers) to their annual leave entitlement. This may require, in some organisations, that a local agreement has to be reached in order for the extra day to be applied. The NJC's full expectation is that the additional day's leave will be applied for all NJC staff, regardless of existing local arrangements.*

- 2.3 The council's current annual leave provisions for green book staff is in excess of the green book minimum (which on 1<sup>st</sup> April 2023 will be 23 days plus extra two statutory holidays, a total of 25 days). The Council's current minimum is 26 days which includes the two additional statutory holidays.

- 2.4 The Council is therefore seeking to reach a local agreement via the process of JCC and Personnel Committee to include an additional day leave to our provisions bringing the total basic leave allowance for green book staff up to 27 days.
- 2.5 After 5 years local government service NJC green book staff also receive an additional 5 days annual leave therefore currently the total is 31 days for these staff. This will therefore also increase to 32 days.
- 2.6 For parity it is also sought that those employees covered by the JNC Chief Officers terms and conditions receive an additional day's annual leave bringing their total days leave up to 35 days from the previous 34. Chief Officers do not receive any additional leave after 5 years' service and would receive 35 days from day one of service.

### **3.0 Comments and Amendments following the meeting of JCC on 9<sup>th</sup> November**

- 3.1 JCC approved the ask to implement the additional day's leave for NJC staff as per the NJC pay deal, and to also apply for the day to those employees covered by the JNC Chief Officers terms and conditions for parity.

### **4.0 Options**

- 5.1 The options available to the Committee are to approve the appended document as drafted, to approve the document with amendments, or not to approve the document.

However, if substantial changes in respect of any Policy are proposed at the Personnel Committee meeting, it may be appropriate for consideration of that Policy to be deferred to a future meeting to enable Officers to consider the proposed amendment in more detail and to consult further with the trade unions.

### **5.0 Conclusions**

- 6.1 Members are asked to consider and accept the Officer recommendations set out above in respect of the draft policies appended to this report.

#### **RELATIONSHIP TO POLICY FRAMEWORK**

The Council is committed to good standards of employment practice, and it is considered that the amended and new policies will augment our existing Human Resource Management arrangements.

#### **CONCLUSION OF IMPACT ASSESSMENT**

**(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

Please see associated Equality Impact Assessment in respect of this policy.

#### **FINANCIAL IMPLICATIONS**

Financial Services have been consulted and confirm there are no direct financial implications as a result of this report.

<b>SECTION 151 OFFICER'S COMMENTS</b>  The Section 151 Officer has been consulted and has no comments to add.	
<b>LEGAL IMPLICATIONS</b>  The appended policies are compliant with employment legislation and there are no further legal implications directly arising from this report.	
<b>MONITORING OFFICER'S COMMENTS</b>  The Monitoring Officer has been consulted and has no further comments.	
<b>BACKGROUND PAPERS</b>  NJC Green Book Pay Agreement 2022 JNC Chief Officers Pay Agreement 2022	<b>Contact Officer:</b> Alex Kinch <b>Telephone:</b> 01524 582083 <b>E-mail:</b> <a href="mailto:akinch@lancaster.gov.uk">akinch@lancaster.gov.uk</a>



## **Lancaster City Council's Equality Impact Assessment Guidance and Form**

### **What is an equality impact assessment?**

An equality impact assessment is a way of understanding the impact that a new way of doing things might have on members of our community, in particular people from protected groups. This could be a new service, practice, policy, strategy, project or decision.

Protected groups include age, disability, faith, religion or belief, gender (including marriage, pregnancy and maternity), gender reassignment, race and sexual orientation (including Civil Partnership).

Please note: the impact on rural communities and people on low incomes must also to be considered.

### **Why do I need to carry out an equality impact assessment?**

Part of the council's core purpose is to *'provide a range of customer focused services and offer value for money and meet the needs of people who live, work and visit the district' and to 'maintain a cohesive community by ensuring we understanding the needs of our communities and provide equality of access to our services and employment opportunities'*.

It is therefore important that we collect and use information about our community to help us to understand how service changes and decisions might impact on the local community.

Our corporate *Ethos* makes it clear that in our stewardship role the council has a responsibility for *'ensuring the social, economic and environmental wellbeing of the local area'* and that in terms of social justice that *'the values of local government are founded on equality and meeting community needs'*.

Therefore we should consider how everything we do will impact on the communities that we serve. This should lead to more informed decision making, more customer focussed, cost effective, efficient services for local people.

When delivering services and employment, the council has a general equality duty to consider the need to:

- Eliminate unlawful discrimination, harassment, victimisation or other unlawful conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

### **How do I carry out an equality impact assessment?**

A simple form has been developed to assist services with carrying out equality impact assessments.

The form provides a consistent approach to equality impact assessment, however, it is more important that we consider how everything we do will impact on the local community and that action is taken to mitigate impact. The form provides a way of recording this.

The council's 'getting to know our communities' data will help services to assess potential impact on protected groups. This provides both local and national statistics and is available on the Elsie equality and diversity page (via HR).

All councils have to produce similar information, therefore it may be useful to do a web search rather than starting from scratch.

An example of a completed form is also available on the Elsie equality and diversity page (via HR).

### **When do I need to carry out equality impact assessment?**

Equality impact assessment should take place when considering doing something in a new way.

For example:

- A change in a current service or introduction of a new service
- The review of a current policy/strategy or the development of a new policy/strategy
- The start of a new project or when making a decision.

A decision making flow chart is available on the Elsie equality and diversity page (via HR).

An equality impact assessment form will need to be completed as an appendix to decision making committee reports eg Cabinet, Council.

Please note: the outcomes of your equality impact assessment should be used to inform your reports.

Please refer to the report writing guidelines on Elsie or contact democratic services for advice on this.

### **Who should carry out equality impact assessment?**

An equality impact assessment should be carried out by the officer leading on above examples.

### **Who can I contact for support and guidance?**

Equality impact assessment support is available from the HR and Organisational Development Team.

## Equality impact assessment form

An equality impact assessment should take place when considering doing something in a new way.

Please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).

Please keep your answers brief and to the point. Consideration needs to be reasonable and proportionate.

Please also remember that this will be a public document – do not use jargon or abbreviations.

### **Section 1: Details**

<b>Service</b>	Human Resources
<b>Title and brief description (if required)</b>	Annual and Statutory Leave Scheme
<b>New or existing</b>	Existing (amended)
<b>Author/officer lead</b>	Alex Kinch, Head of HR and OD
<b>Date</b>	23.11.22

### **Does this affect staff, customers or other members of the public?**

**Yes** Please complete the rest of the equality form.  
**No** Please return the equality form as above.

### **Section 2: Summary**

#### **What is the purpose, aims and objectives?**

To revise the annual and statutory leave policy to increase the leave provisions of NJC Greenbook and JNC Chief Officers. Increasing all leave allowances by one day.

The 2020 NJC Greenbook Pay Award has specified all Greenbook staff should receive an additional day's leave. A Local agreement is sought to increase Greenbook staff basic entitlement upon entry from 26 to 27 days and after 5 years' service from 31 to 32 days.

JNC chief officers are also being uplifted by one day for parity from 34 days to 35 days upon entry.



**Who is intended to benefit and how?**

All Lancaster City Council staff.

**Section 3: Assessing impact****Is there any potential or evidence that this will or could:**

• Affect people from any protected group differently to others?	Yes	<b>No</b>
• Discriminate unlawfully against any protected group?	Yes	<b>No</b>
• Affect the relations between protected groups and others?	Yes	<b>No</b>
• Encourage protected groups to participate in activities if participation is disproportionately low (won't always be applicable)?	Yes	<b>No</b>
• Prevent the council from achieving the aims of its' Equality and Diversity Policy?	Yes	<b>No</b>

**If yes, please provide more detail of potential impact and evidence including:**

- A brief description of what information you have and from where eg getting to know our communities data, service use monitoring, views of those affected ie discussions or consultation results?
- What does this tell you ie negative or positive affect?

Age  including older and younger people and children	
Disability	
Faith, religion or belief	
Gender  including marriage, pregnancy and maternity	
Gender reassignment	
Race	
Sexual orientation	

Including Civic Partnership	
Rural communities	
People on low incomes	

#### **Section 4: Next steps**

**Do you need any more information/evidence eg statistics, consultation? If so, how do you plan to address this?**

No

**How have you taken/will you take the potential impact and evidence into account?**

N/A

**How do you plan to monitor the impact and effectiveness of this change or decision?**

Policy to be reviewed biennially.

Thank you for completing this equality impact assessment form, please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to ['report clearance'](#) (please refer to report writing guidance).



# Annual and Statutory Leave Scheme

## 1. Scope

- 1.1 All employees are entitled to paid annual leave each year. The purpose of annual leave is to provide an extended period of time away from work to allow employees a break and to allow employees to effectively manage their personal commitments.
- 1.2 The annual leave policy is not applicable to casual or agency workers.

## 2. The Annual Leave Year

The annual leave year commences on 1st April and ends on 31st March the following year.

## 3. Annual Leave Entitlement

- 3.1 The basic annual leave entitlement is 27 days (pro rata for part time employees), which is inclusive of two extra statutory days' holiday.
- 3.2 On completion of five years continuous local government service, including service with another local authority, the annual leave entitlement increases to 32 days (pro rata for part time employees). The additional 5 days' leave is credited to an employee at the start of the leave year in which the 5th anniversary of appointment will fall and is pro-rated for incomplete leave years.
- 3.3 Employees whose terms and conditions are governed by the JNC for Chief Officers of Local Authorities or the JNC for Chief Executives of Local Authorities have a leave entitlement of 35 days each leave year irrespective of service.
- 3.4 The annual leave entitlement for part time employees is calculated on a pro rata basis subject to the number of hours worked each week.
- 3.5 Annual leave and bank holidays are added together to create a total entitlement for part time employees. Therefore, part time employees must ensure that they have booked annual leave when a bank holiday falls on their normal working days. It is advised that this is done at the beginning of the leave year so that employees have a clearer understanding of their remaining leave entitlement.

- 3.6 The employee's work pattern will impact upon how much of the bank holiday entitlement is used and whether the employee will need to use some of their annual leave entitlement to cover their absence on a bank holiday.
- 3.7 The HR and Payroll system will automatically calculate annual leave entitlement and record an outstanding balance, which will reduce as leave is authorised.
- 3.8 Examples of leave calculations can be found in Appendix A of this document.

## 4. Employees' Responsibilities

- 4.1 Employees should have the opportunity to take their annual leave on a regular basis and it is expected that employees will make full use of their annual leave entitlement. Employees are responsible for ensuring that they distribute their leave throughout the leave year and do not leave themselves with little or no leave in the last quarter of the leave year (January-March). Equally employees should ensure that they do not have an excessive amount of leave left in the last quarter of the leave year.
- 4.2 Annual leave and 'flexi-time' (if applicable) should be used for routine medical appointments and unavoidable commitments during working hours. Options to work back the time may be available where employees do not have access to 'flexi-time'.
- 4.3 Normally, no more than three consecutive weeks of annual leave may be taken at any one time. This is to ensure that employees reasonably spread their annual leave to ensure that they receive adequate rest periods from work throughout the year. Employees wishing to exceed this limit must make a request to the Service Head at least two months in advance of the intended start date of the leave.
- 4.4 If an employee wishes to arrange a short period of leave lasting between 1 and 4 days, wherever possible at least three days' notice should be given to the line manager. For leave of one week or more, normally, the notice required is at least one week.
- 4.5 Employees should not commit to a holiday until their leave is fully authorised.

## 5. Managers' Responsibilities

- 5.1 When authorising leave, managers must take into account needs of the Service and also ensure that the employee does not leave themselves with insufficient leave towards the end of the leave year. Where an employee has insufficient leave at the end of the leave year there may be an increased likelihood of sickness absence.
- 5.2 Prior to authorising an annual leave request, a line manager should review the number of days' annual leave the employee will have remaining for the leave year. If the line manager considers that authorising the leave may result in the employee having insufficient leave for the remainder of the leave year, the line manager may decline the request. Line managers should encourage their employees to distribute their leave evenly throughout the leave year.
- 5.3 Normally, the line manager must always approve / decline a request for annual leave in advance. If exceptional circumstances arise, making prior authorisation impossible, requests for annual leave may be granted retrospectively, at the line manager's discretion. Some flexibility will be available to cope with genuine emergencies, or where an employee has been unable to request the leave in advance.
- 5.4 Once approval for annual leave has been granted, it will not normally be withdrawn by the manager. However, in exceptional circumstances this may be necessary. Where this has to be done for reasons of service delivery, every effort will be made to minimise the employee's inconvenience.

- 5.5 If an employee is subsequently absent during a period where annual leave has been declined, the absence should be investigated and if appropriate action should be considered under the Council's Disciplinary Policy and Procedure.

## 6. Recording Annual Leave

- 6.1 The Council's employee self-serve system records all leave types. The majority of employees have access to the self-serve system and all staff with an email address are required to manage their annual leave via this system.
- 6.2 Managers have access to their employees' leave details through the self-serve system and can see when any leave for their team has been requested and authorised.
- 6.3 Staff without access to the self-service system, will continue to request annual leave in the normal way from their line manager. However, their line manager must ensure that they maintain an annual leave record for each employee on the system. This will ensure accuracy in the reporting of leave types and patterns.
- 6.4 Employees who work 37 hours a week, but do not work the same hours each day will have their leave entitlement calculated in hours. This means that when taking leave, the entitlement will be reduced by the number of hours that the employee works each day.

## 7. Carry-over of leave

- 7.1 Subject to the needs of the Service, employees may carry over a maximum of 5 days' leave from one leave year to the next. Leave over and above 5 days, which is outstanding at the end of the leave year, will be lost. Part time employees are entitled to carry over the pro rata equivalent for the number of days per week that they work. I.e. an employee who works 2.5 days per week, can carry over 2.5 days to the new annual leave year. No payment in lieu will be made.
- 7.2 Where up to 5 days, these must be taken before 30th June or will automatically be deducted from the leave balance on 30th June. Payment in lieu of lost days will not be made.
- 7.3 In exceptional circumstances, greater amounts of leave may be carried over, by prior agreement with the employee's Service Head. An exceptional circumstance would include where a period of sickness absence has prevented the employee from taking annual leave.

## 8. New Employees

- 8.1 The annual leave entitlement of employees joining the authority, and who are new to local government, is proportionate to their remaining service during the leave year.
- 8.2 Every effort will be made to meet the needs of new employees in respect of commitments to holidays already made. New employees should notify their line manager, at the earliest opportunity, of their holiday commitments.
- 8.3 In the case of new starters where the leave entitlement is insufficient to meet their leave commitments, managers should consider authorising unpaid leave in accordance with the Unpaid Leave Policy.

- 8.4 New starters who are transferring from another local authority will have their continuous service recognised and their leave entitlement will reflect this. HR will verify the continuous service dates with the authority that the transferee is leaving.

## 9. Leavers

- 9.1 An employee leaving the Council should take all their remaining leave allowance due up to their termination date within their notice period. Where operational reasons prevent the employee from taking their leave in their notice period, subject to agreement with the relevant Senior Service Officer, outstanding leave may be paid.
- 9.2 When an employee leaves the Council and has taken more than their leave allowance due at their termination date, they are required to pay it back. Payroll will automatically make the necessary deduction from their final salary payment.

## 10. Sickness During Annual Leave

- 10.1 Statutory annual leave entitlement continues to accrue during a period of sickness absence regardless of how long the employee is absent.
- 10.2 If an employee falls sick during a period of annual leave a claim for the absence to be treated as sick leave and not annual leave must be supported by a medical certificate signed by their GP, regardless of the length of sickness absence.

## 11. Annual Leave During Sickness

- 11.1 It is recognised that employees may have booked holidays prior to their sickness or may benefit by taking a holiday away from home during their absence. In such circumstances the employee must inform the manager of their intended holiday and the manager will record that absence as a holiday and deduct as appropriate from the balance of annual leave entitlement. The holiday will not be treated as sickness and the employee will not accrue any absence indicator points during that time. Whilst there will be a break in the sickness absence record this will not be counted as two separate periods of absence.
- 11.2 Further information on this point is available in the Sickness Absence Management Policy and Procedure and the accompanying Sickness Absence Management Guidance Notes.

## 13. Unauthorised Leave

- 13.1 Whilst employees have an entitlement to annual leave, the timing of it must be agreed with the line manager. Every effort will be made to accommodate requests, but on occasion be necessary to decline requests for operational reasons.
- 13.2 If requests for annual leave are declined and employees do not attend work on those days, the absence will be classed as unauthorised absence and may result in disciplinary action taken against the employee. Unauthorised absences are unpaid.

## 14. Conflicting Requests

14.1 Decisions on conflicting leave requests rests with the line manager, who may take into account some or all of the following factors:

- operational needs of the service;
- who made the request first?
- who was granted the corresponding period of leave in previous years?
- the reason for the timing of the request?

## 15. Public Holidays

15.1. Public and statutory holidays are awarded with pay as follows: -

- January 1st (New Year's Day)
- Good Friday
- Easter Monday
- May Day (the first Monday in May)
- Spring Bank holiday (the last Monday in May)
- August Bank holiday (the last Monday in August)
- December 25th (Christmas Day)
- December 26th (Boxing Day)

15.2 Good Friday and Easter Monday can fall in different financial years. Part time bank holiday entitlements are adjusted in accordance with the number of bank holidays that fall in the relevant period.

## 16. Review

This policy will be reviewed two years after implementation or earlier in the event of further changes in legislation.

### Document Control:

Version no.	Effective Date	Reason	Review due
1.0	01.04.1999	New policy – Annual and Statutory Leave	
2.0	01.07.2007	Revised Policy approved by Personnel Committee	
3.0	01.06.2010	Revised Policy approved by Personnel Committee	
4.0	01.12.2012	Revised Policy approved by Personnel Committee	
5.0	21.06.2016	Revised Policy approved by Personnel Committee	21.06.2018
6.0	31.03.2023	Revisions to incorporate additional days leave added as per NJC 2022 agreement, also locally agreed for Chief Officers for parity.	31.03.2025

## Appendix A

# Annual and Statutory Leave Entitlement Calculations

## 1. Full time – Full year entitlement

Less than 5 years' service – 27 days per year  
More than 5 years' service – 32 days per year

## 2. Part time – full year leave entitlement

The calculation to be used for **part time employees** is calculated as follows: -

$(\text{Contracted hours per week} \div 5) \times (\text{f/t annual leave entitlement} + \text{bank holidays that fall in the relevant year}) = \text{total leave entitlement in hours}$

For example:

Jo works 18.5 hours per week, her entitlement if she was full time would be 27 days plus 8 bank holidays (35 day in total). Her part time entitlement is calculated as follows:  
 $(18.5 \div 5) \times (27 + 8) = 129.5 \text{ Hours}$

## 3. Full time employees – part year

The calculation to be used for **full time employees** who start mid-way through the leave year is calculated as follows: -

$(\text{Leave entitlement (in days)} \div 365) \times \text{number of actual days from start date to 31 March} = \text{annual leave entitlement for the part year worked}$

For example:

Claire is full time and her leave entitlement for a full year is 27 days annual leave, she started on 6 July. Her leave entitlement from 6 July to 31 March is calculated as follows: -

$(27 \div 365) \times 270 = 20 \text{ days}$

## 4. Part time employees - part year

For part time employees starting or leaving part way through a leave year, the entitlement is calculated as follows: -



$(\text{Leave entitlement, inclusive of bank holidays (in days)} \times 7.4) \times (\text{number of months from start date to end of year} \div 12) \times (\text{No. of days worked per week} \div 5)$

For example:

Jamie is entitled to 35 days' annual leave, (27 day plus 8 bank holidays), started working on 1 October and works 2.5 days per week. His part time leave entitlement is calculated as follows: -  
 $(35 \times 7.4) \times (6 \div 12) \times (2.5 \div 5) = 64.75$  hours

## 5. Leavers – Full time

The annual leave entitlement of employees leaving the Council is proportionate to their completed service during the year, rounded to the nearest ½ day.

The calculation to be used for **full time employees** who leave is calculated as follows: -

$(\text{Leave entitlement (in days)} \div 365) \times \text{number of actual days from 1}^{\text{st}} \text{ April to leaving date} = \text{leave entitlement for the part year worked}$

For example:

Sarah is full time and her leave entitlement for a full year is 27 days annual leave, she is leaving on 29 July. Her leave entitlement from 1<sup>st</sup> April to 29 July is calculated as follows: -

$27 \div 365 \times 121 = 9$  days

## 6. Leavers – Part time

The calculation to be used for **part time employees** who leave is calculated as follows: -

$(\text{Leave entitlement, including bank holidays (in days)} \times 7.4) \times (\text{number of months from 1st April to leaving date} \div 12) \times (\text{No. of days worked per week} \div 5)$

For example:

Jason is entitled to 27 days annual leave, plus 8 bank holidays (35 in total), who is leaving on 30 September and works 2.5 days per week, his part time leave entitlement is calculated as follows:  
 $(27+8) \times 7.4 \times (6 \div 12) \times (2.5 \div 5) = 64.75$  hours

## 7. Part time – full year leave entitlements

Part time annual leave entitlements will change each year depending on the number of bank holidays that fall within that leave year.

The tables below give three examples of part time employee's leave entitlement when there are 8, 6 or 10 bank holidays in the leave year.

Hours worked per week	Less than 5 years' Service (27 days entitlement) + 8 BH that fall in the relevant leave year	More than 5 years' service (32 days entitlement) + 8 BH in total (40) that fall in relevant leave year
18.5 (2.5days)	129.5	148
22.2 (3 days)	155.4	177.6
29.6 (4 days)	207.2	236.8
37 (5 days)	259	296

Hours worked per week	Less than 5 years' Service (27 days entitlement) + 10 BH in total (37) that fall in the relevant leave year	More than 5 years' service (32 days entitlement) + 10 BH in total (42) that fall in relevant leave year
18.5 (2.5days)	136.9	155.4
22.2 (3 days)	164.28	186.48
29.6 (4 days)	219.04	248.64
37 (5 days)	273.8	310.8

Hours worked per week	Less than 5 years' Service (27 days entitlement) + 6 BH in total (33) that fall in the relevant leave year	More than 5 years' service (32 days entitlement) + 6 BH in total (38) that fall in relevant leave year
18.5 (2.5days)	122.1	140.6
22.2 (3 days)	146.52	168.72
29.6 (4 days)	195.36	224.96
37 (5 days)	244.2	281.2

## 8. Contract Changes During the Annual Leave Year

If an employee's contractual hours change part way through the annual leave year, their annual leave entitlement will be automatically amended by the HR system.

### 8.1. Part time to part time

If an employee is part time and the change in hours means that they are still classed as part time, their leave entitlement will be amended automatically and their leave entitlement will either reduce or increase depending on the change.

### 8.2. Part time to full time

If an employee increases their hours to full time their leave will remain as an hourly entitlement until the end of the leave year and then will change from an hourly entitlement to a daily entitlement. The employees leave entitlement will be appropriately adjusted.

### 8.3. Full time to part time

If an employee reduces their hours, their leave entitlement will change from a daily entitlement to an hourly entitlement. This means that their leave in days will end on the date that they increase their hours and will receive a new entitlement that will start on the date of their new contracted working hours. The employees leave entitlement will be appropriately adjusted.

### 8.4. Future Leave

Any future leave that has been booked in the HR and Payroll system and under the employee's previous contract hours will need to be withdrawn by the employee and resubmitted again so that the system can re-calculate the leave entitlement and take into account the new hours and working pattern.

# National Joint Council for local government services

**Employers' Secretary**  
Naomi Cooke

**Trade Union Secretaries**  
Rachel Harrison, GMB

Mike Short, UNISON

**Address for correspondence**  
Local Government Association  
18 Smith Square  
London SW1P 3HZ  
Tel: 020 7664 3000  
[info@local.gov.uk](mailto:info@local.gov.uk)

**Address for correspondence**  
UNISON Centre  
130 Euston Road  
London NW1 2AY  
Tel: 0845 3550845  
[l.government@unison.co.uk](mailto:l.government@unison.co.uk)

**To: Chief Executives in England, Wales and N Ireland  
(copies for HR and Finance Directors)  
Members of the National Joint Council**

1 November 2022

Dear Chief Executive,

## **LOCAL GOVERNMENT SERVICES PAY AGREEMENT 2022-23**

Employers are encouraged to implement this pay award as swiftly as possible.

### **Pay**

Agreement has been reached on rates of pay applicable from **1 April 2022**. The new pay rates are attached at **Annex 1**.

The new rates for allowances, uprated by 4.04 per cent, are set out at **Annex 2**.

The NJC has agreed that from **1 April 2023**, Spinal Column Point (SCP) 1 will be permanently deleted from the NJC pay spine.

### **Annual Leave**

The NJC has agreed that from **1 April 2023**, all employees covered by this National Agreement, regardless of their current leave entitlement or length of service, will receive a permanent increase of one day (pro rata for part-timers) to their annual leave entitlement. This may require, in some organisations, that a local agreement has to be reached in order for the extra day to be applied. The NJC's full expectation is that the additional day's leave will be applied for all NJC staff, regardless of existing local arrangements.

The National Agreement Part 2 Para 7.2 will, with effect from **1 April 2023**, be amended to read as follows:

#### **7.2 Annual Leave**

*With effect from 1 April 2023, the minimum paid annual leave entitlement is twenty-three days with a further three days after five years of continuous service. The*

*entitlement as expressed applies to five day working patterns. For alternative working patterns an equivalent leave entitlement should be calculated.*

**7.3** *The annual leave entitlement of employees leaving or joining an authority is proportionate to their completed service during the leave year.*

**7.4 Extra Statutory Holidays**

*Employees shall have an entitlement to two extra statutory days holiday, the timing of which shall be determined by the authority in consultation with the recognised Trade Unions with a view to reaching agreement or added to annual leave by local agreement.*

**Joint work**

The NJC has also agreed to enter into discussions on homeworking policies, mental health support and maternity etc leave.

**Backpay for employees who have left employment since 1 April 2022**

If requested by an ex-employee to do so, we recommend that employers should pay any monies due to that employee from 1 April 2022 to the employee's last day of employment.

When salary arrears are paid to ex-employees who were in the LGPS, the employer must inform its local LGPS fund. Employers will need to amend the CARE and final pay figures (if the ex-employee has pre-April 2014 LGPS membership) accordingly. Further detail is provided in [section 15 of the HR guide](#) which is available on the [employer resources section](#) of [www.lgpsregs.org](http://www.lgpsregs.org)

Yours sincerely,

Naomi  
Cooke

**Naomi Cooke**

R. Harrison

**Rachel Harrison**

M. R. Short

**Mike Short**

SCP	01-Apr-21		01-Apr-22	
	per annum	per hour	per annum	per hour
1	£18,333	£9.50	£20,258	£10.50
2	£18,516	£9.60	£20,441	£10.60
3	£18,887	£9.79	£20,812	£10.79
4	£19,264	£9.99	£21,189	£10.98
5	£19,650	£10.19	£21,575	£11.18
6	£20,043	£10.39	£21,968	£11.39
7	£20,444	£10.60	£22,369	£11.59
8	£20,852	£10.81	£22,777	£11.81
9	£21,269	£11.02	£23,194	£12.02
10	£21,695	£11.25	£23,620	£12.24
11	£22,129	£11.47	£24,054	£12.47
12	£22,571	£11.70	£24,496	£12.70
13	£23,023	£11.93	£24,948	£12.93
14	£23,484	£12.17	£25,409	£13.17
15	£23,953	£12.42	£25,878	£13.41
16	£24,432	£12.66	£26,357	£13.66
17	£24,920	£12.92	£26,845	£13.91
18	£25,419	£13.18	£27,344	£14.17
19	£25,927	£13.44	£27,852	£14.44
20	£26,446	£13.71	£28,371	£14.71
21	£26,975	£13.98	£28,900	£14.98
22	£27,514	£14.26	£29,439	£15.26
23	£28,226	£14.63	£30,151	£15.63
24	£29,174	£15.12	£31,099	£16.12
25	£30,095	£15.60	£32,020	£16.60
26	£30,984	£16.06	£32,909	£17.06
27	£31,895	£16.53	£33,820	£17.53
28	£32,798	£17.00	£34,723	£18.00
29	£33,486	£17.36	£35,411	£18.35
30	£34,373	£17.82	£36,298	£18.81
31	£35,336	£18.32	£37,261	£19.31
32	£36,371	£18.85	£38,296	£19.85
33	£37,568	£19.47	£39,493	£20.47
34	£38,553	£19.98	£40,478	£20.98
35	£39,571	£20.51	£41,496	£21.51
36	£40,578	£21.03	£42,503	£22.03
37	£41,591	£21.56	£43,516	£22.56
38	£42,614	£22.09	£44,539	£23.09
39	£43,570	£22.58	£45,495	£23.58
40	£44,624	£23.13	£46,549	£24.13
41	£45,648	£23.66	£47,573	£24.66
42	£46,662	£24.19	£48,587	£25.18
43	£47,665	£24.71	£49,590	£25.70

NB: hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week)

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment:

**1 April 2022**  
£39.24

**RATES OF PROTECTED ALLOWANCES AT 1 APRIL 2022  
(FORMER APT&C AGREEMENT (PURPLE BOOK))**

**Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance**

**1 April 2022**  
£1,401

**Paragraph 28(14) Laboratory / Workshop Technicians**

City and Guilds Science Laboratory Technician's Certificate Allowance:

**1 April 2022**  
£228

City and Guilds Laboratory Technician's Advanced Certificate Allowance:

**1 April 2022**  
£165

**Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum**

Inner Fringe Area:

**1 April 2022**  
£951

Outer Fringe Area:

**1 April 2022**  
£663

**Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session**

**1 April 2022**  
£31.58

**FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)**

**Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum**

Inner Fringe Area:

**1 April 2022**

£951

Outer Fringe Area:

**1 April 2022**

£663

## Joint Negotiating Committee for Chief Officers of Local Authorities

**To: Chief Executives in England and Wales (N Ireland for information)  
(copies for the Finance Director and HR Director)  
Regional Directors  
Members of the Joint Negotiating Committee**

1 November 2022

Dear Chief Executive,

### **CHIEF OFFICERS' PAY AGREEMENT 2022**

Agreement has now been reached on the pay award applicable from **1 April 2022** (covering the period 1 April 2022 to 31 March 2023).

The individual basic salaries<sup>1</sup> of all officers within scope of the JNC for Chief Officers of Local Authorities should be increased by £1,925 with effect from 1 April 2022 (NB: this increase applies to individual salaries as well as pay points, if applicable).

Employers are encouraged to implement this pay award as swiftly as possible.

### **Backpay for employees who have left employment since 1 April 2022**

If requested by an ex-employee to do so, we recommend that employers should pay any monies due to that employee from 1 April 2022 to the employee's last day of employment.

When salary arrears are paid to ex-employees who were in the LGPS, the employer must inform its local LGPS fund. Employers will need to amend the CARE and final pay figures (if the ex-employee has pre-April 2014 LGPS membership) accordingly. Further detail is provided in [section 15 of the HR guide](#) which is available on the [employer resources section](#) of [www.lgpsregs.org](http://www.lgpsregs.org)

Yours faithfully,

*Naomi Cooke*  
**Naomi Cooke**

*George Georgiou*  
**George Georgiou**

cc Ruth Levin, UNISON

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<sup>1</sup> Basic salary should exclude other separately identified payments such as Returning Officer fees etc.

<b>Employers' Secretary:</b> Naomi Cooke Local Government Association 18 Smith Square London SW1P 3HZ <a href="mailto:info@local.gov.uk">info@local.gov.uk</a>	<b>Officers' Secretary:</b> George Georgiou GMB Mary Turner House 22 Stephenson Way London NW1 2HD <a href="mailto:info@gmb.org.uk">info@gmb.org.uk</a>
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**PERSONNEL COMMITTEE****HR POLICY DEVELOPMENT AND REVIEW****22 November 2022****Report of the Organisational Development Manager****PURPOSE OF REPORT**

To enable the Committee to consider and approve the introduction of a new Employee Performance and Development Policy

This report is public.

**RECOMMENDATIONS**

**That the new draft Employee Performance and Development Policy appended to this report is considered by the Committee and approved.**

**1.0 Introduction**

- 1.1 From time to time the Council will create new Human Resources policies and procedures.
- 1.2 A new Employee Performance and Development Policy has been developed in response to feedback from employees and in line with recommendations from Investors In People (IIP). The policy is supported by a refresh of some of the existing tools and guidance to support managing employee performance, and the creation of some new ones, including a new purpose statement, a refresh of the Council's Our Values statements, the development of a behavioural framework to support Our Values, and the creation of supporting toolkits for employees and people managers.
- 1.3 The Policy and associated documents were shared at the Joint Consultative Committee (JCC) meeting on 9 November 2022 where it was agreed that further engagement with Trade Unions was required. The policy was discussed and general principles agreed at the monthly Trade Union meeting on Wednesday 16<sup>th</sup> November. Extensive consultation and engagement has already taken place, and continues to take place, with trade union colleagues, staff ambassadors and staff focus groups, to ensure the approach to employee performance and development is fit for purpose and can be embedded into business as usual. Personnel Committee are asked to approve the new policy to enable us to proceed with further engagement to finalise associated documents.

**2.0 Background**

- 2.1 The new policy has arisen due to a variety of reasons. The Council is changing and as we move to an outcome-focussed approach it is critical that our approach to managing performance management reflects this change, is adaptable and supports the Council to achieve the necessary culture change. Furthermore, the way that we all work has changed rapidly in the last two years with many Council staff now working in an agile way. Again, we need an approach to performance management that reflects this change and supports managers and staff to focus on outputs. Feedback from employees and

managers, and recommendations from the Investors In People following Silver accreditation in 2021, also underlined the need for us to review our approach and agree a new employee performance and development policy.

This Review involved obtaining feedback from across the organisation and found:

2.1.1 There was inconsistency in positioning and support of the Council's values, with a recommendation to re-visit and re-position them.

2.1.2 That there was a belief that the performance and behaviour elements of appraisal needed to be strengthened, with accompanying tools and guidance such as a competency framework.

The policy has therefore been developed in conjunction with a review of Our Values, and the development of toolkits to help focus discussions on both performance and behaviour. The policy is important because it outlines our principles and approach to managing performance.

2.2 The previous employee performance management framework, 'Your Time', was introduced in 2020 as a replacement to the previous performance appraisal process, following feedback that it was too bureaucratic. The aim of 'Your Time' was to encourage regular, high quality performance conversations between managers and employees. Whilst 'Your Time' was initially well received, it was felt that some of the structure from the previous approach would be useful. It should be noted that the Council does not currently have an approved performance management policy alongside the 'Your Time' framework.

2.3 The 'Our Values' framework was introduced in 2018, and after an initial series of workshops, the onset of the Covid Pandemic meant that the work to embed the values was not completed. Feedback from employees indicated that a review and refresh was required.

### **3.0 Why Performance Management Is Important**

3.1 Effectively managing the performance of employees is critical for the success of the Council. The aim is to ensure that all employees, regardless of their role, understand what is expected of them, that they have the skills and resources to succeed, that they are held to account, and that they are motivated.

3.2 The term performance can include task performance (how core activities are carried out), contextual performance or organisational citizen behaviour (voluntary activity outside of the core role such as helping others or contributing to ad hoc projects, and adaptive performance (how employees respond to changing job demands or how they support innovation). All of these elements are essential to the successful operation of a modern council.

3.3 Tools such as a values/behavioural framework can help employees to perform at a higher level.

3.4 Objective setting can be highly motivational and can be expressed as a metric such as a key performance indicator, an ongoing quality standard or a task to be completed by a certain date. They can also be based on various outcomes, such as a learning or wellbeing outcome, or can be focussed on behaviours.

### **4.0 Approach taken**

#### **4.1 Performance Management and Development Policy (*working title*)**

4.1.1 The Performance Management and Development Policy sets out the Council's commitment to managing and encouraging the performance of our employees. The process is intended to be positive and forward looking, with the existing separate policies and procedures for formally managing poor performance being used outside of this process.

4.1.2 The main themes are:

- We are committed to ensuring all employees are given the opportunity to work to their full potential.
- The values are central to this approach
- Success is to be celebrated
- There will be an Annual Conversation (*working title*) with an objectives setting exercise
- There will also be a values discussion and an emphasis on wellbeing
- Managers will be responsible for the performance of their team and will discuss it with the Leadership Team; this will be facilitated by 'report back' discussions, where Heads of Service will report on progress of completion rates, key themes being discussed, key issues that are being encountered, and corporate training requirements
- An impact rating will be determined during the Annual Conversation, based on the impact an employee has had on delivering the Council's priorities, to motivate people, drive accountability and to help prioritise development needs
- The Annual Conversation will continue to be discussed at every one to one conversation, acknowledging that objectives and goals can change and evolve, and that this is expected
- The policy will be reviewed on an annual basis, it is expected that this process will also change and evolve based on feedback received.

#### **4.2 Purpose, values and behavioural framework – tools to support performance management**

4.2.1 Having a healthy corporate culture is also critical to success. Having a clear common purpose and clearly defined values helps to encourage a positive culture and ensure employee commitment, engagement and retention.

4.2.2 A story telling exercise was run with the Leadership Team to understand what work people feel most proud of, the contribution the work makes to the lives of others and the impact that it has.

4.2.3 The final purpose statement is currently being agreed based on the stories shared during the exercise.

4.2.4 To develop 'Our Values', a series of workshops were run with employees across the Council, including a separate workshop with the Senior Leadership Team, to establish how connected people feel to our current values, how embedded they are in the organisation, what values they felt needed to be adapted, if any, and what supporting behaviours they felt were important for all staff to exhibit.

4.2.5 A refreshed set of values has been created based on this feedback, with a supporting behavioural framework and summary. The words and phrases that employees used during the sessions have been incorporated into the values and behaviours.

#### **4.3 Toolkits for Managing Performance (Manager and Employee Guides)**

4.3.1 Two toolkits containing guidance on performance management, one for managers and one for employees, have been created. They describe the overall approach to good quality performance management, including one to one conversations, team check-ins,

Annual Conversations and Performance Improvement Conversations (informal feedback discussions to highlight areas of performance that need to improve, to be used on an as and when required basis).

- 4.3.2 Guidance is provided on the areas to discuss in each of the different meetings, along with tools to help prepare and sample questions to consider.
- 4.3.3 For the Annual Conversation, the output will be an impact rating, a set of objectives, a 'how I will live our values' plan and a personal development plan.

### 3.0 Next steps and options

As outlined in the report, substantial engagement with staff has taken place to produce draft:

- Organisational values and behaviours
- Employee values and behavioural framework
- Manager and Employee supporting documents

Further feedback will be sought from key stakeholders including Members, Trade Unions, Staff Ambassadors, and wider staff groups, as part of engagement between now and the intending implementation date of 1<sup>st</sup> April 2023. Managers will be supported to implement the new framework and a communication plan will be develop to ensure the new approach is successfully implemented and embedded.

The options available to the Committee in respect of the Policy are to approve the appended document as drafted, to approve the document with amendments, or not to approve the document.

However, if substantial changes in respect of any Policy are proposed at the Personnel Committee meeting, it may be appropriate for consideration of that Policy to be deferred to a future meeting to enable Officers to consider the proposed amendment in more detail and to consult further with the trade unions. This would have implications for the proposed implementation timeframe.

## 4. Conclusion

Members are asked to consider and accept the Officer recommendations set out above in respect of the draft policy appended to this report.

### CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):

Please see associated Equality Impact Assessment in respect of the proposed policy. There is no notable impact.

### LEGAL IMPLICATIONS

There are no legal implications.

### FINANCIAL IMPLICATIONS

There are no financial implications to the implementation of the policy.

**OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:**

Managers will be required to meet with their staff on a regular basis. This is to be expected and is part of good management practice, ensuring that the council performs at expected levels.

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no comments to add.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no comments to add.

**BACKGROUND PAPERS**

New Policy Appended

**Contact Officer:** Dawn Bradley

**Telephone:** 01524 582230

**E-mail:** dbradley@lancaster.gov.uk



## **Lancaster City Council's Equality Impact Assessment Guidance and Form**

### **What is an equality impact assessment?**

An equality impact assessment is a way of understanding the impact that a new way of doing things might have on members of our community, in particular people from protected groups. This could be a new service, practice, policy, strategy, project or decision.

Protected groups include age, disability, faith, religion or belief, gender (including marriage, pregnancy and maternity), gender reassignment, race and sexual orientation (including Civil Partnership).

Please note: the impact on rural communities and people on low incomes must also to be considered.

### **Why do I need to carry out an equality impact assessment?**

Part of the council's core purpose is to *'provide a range of customer focused services and offer value for money and meet the needs of people who live, work and visit the district' and to 'maintain a cohesive community by ensuring we understanding the needs of our communities and provide equality of access to our services and employment opportunities'*.

It is therefore important that we collect and use information about our community to help us to understand how service changes and decisions might impact on the local community.

Our corporate *Ethos* makes it clear that in our stewardship role the council has a responsibility for *'ensuring the social, economic and environmental wellbeing of the local area'* and that in terms of social justice that *'the values of local government are founded on equality and meeting community needs'*.

Therefore we should consider how everything we do will impact on the communities that we serve. This should lead to more informed decision making, more customer focussed, cost effective, efficient services for local people.

When delivering services and employment, the council has a general equality duty to consider the need to:

- Eliminate unlawful discrimination, harassment, victimisation or other unlawful conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

### **How do I carry out an equality impact assessment?**

A simple form has been developed to assist services with carrying out equality impact assessments.

The form provides a consistent approach to equality impact assessment, however, it is more important that we consider how everything we do will impact on the local community and that action is taken to mitigate impact. The form provides a way of recording this.

The council's 'getting to know our communities' data will help services to assess potential impact on protected groups. This provides both local and national statistics and is available on the Elsie equality and diversity page (via HR).

All councils have to produce similar information, therefore it may be useful to do a web search rather than starting from scratch.

An example of a completed form is also available on the Elsie equality and diversity page (via HR).

### **When do I need to carry out equality impact assessment?**

Equality impact assessment should take place when considering doing something in a new way.

For example:

- A change in a current service or introduction of a new service
- The review of a current policy/strategy or the development of a new policy/strategy
- The start of a new project or when making a decision.

A decision making flow chart is available on the Elsie equality and diversity page (via HR).

An equality impact assessment form will need to be completed as an appendix to decision making committee reports eg Cabinet, Council.

Please note: the outcomes of your equality impact assessment should be used to inform your reports.

Please refer to the report writing guidelines on Elsie or contact democratic services for advice on this.

### **Who should carry out equality impact assessment?**

An equality impact assessment should be carried out by the officer leading on above examples.

### **Who can I contact for support and guidance?**

Equality impact assessment support is available from the HR and Organisational Development Team.

**Equality impact assessment form**

An equality impact assessment should take place when considering doing something in a new way.

Please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).

Please keep your answers brief and to the point. Consideration needs to be reasonable and proportionate.

Please also remember that this will be a public document – do not use jargon or abbreviations.

**Section 1: Details**

<b>Service</b>	Human Resources
<b>Title and brief description (if required)</b>	Employee Performance Management and Development Policy
<b>New or existing</b>	New
<b>Author/officer lead</b>	Dawn Bradley, Organisational Development Manager
<b>Date</b>	10.11.22

**Does this affect staff, customers or other members of the public?**

**Yes** Please complete the rest of the equality form.  
**No** Please return the equality form as above.

**Section 2: Summary****What is the purpose, aims and objectives?**

To introduce an Employee Performance Management and Development Policy to support ensuring that all of our employees are given the opportunity to work to their full potential.

The aim is to provide our people with the right support so they can work at their best, which means that everyone understands what is expected of them and how they can be successful in delivering our Corporate Plan 2030.

The policy confirms the council’s commitment to holding quality performance focussed conversations, ensuring that elements such as Our Values, wellbeing, development needs and objective setting are covered. There is a requirement to hold Annual Conversations.

Supporting toolkits are provided to ensure that quality conversations are held.



**Who is intended to benefit and how?**

1. Employees – are provided with role clarity, protected time to discuss their wellbeing and development, and feedback to ensure they can work to their full potential.
2. Employer – a focus on putting values into practice, being performance driven through objective setting, the development of a resilient workforce that can continue to deliver our services into the future in line with Plan 2030.

**Section 3: Assessing impact****Is there any potential or evidence that this will or could:**

• Affect people from any protected group differently to others?	Yes	<b>No</b>
• Discriminate unlawfully against any protected group?	Yes	<b>No</b>
• Affect the relations between protected groups and others?	Yes	<b>No</b>
• Encourage protected groups to participate in activities if participation is disproportionately low (won't always be applicable)?	Yes	<b>No</b>
• Prevent the council from achieving the aims of its' Equality and Diversity Policy?	Yes	<b>No</b>

**If yes, please provide more detail of potential impact and evidence including:**

- A brief description of what information you have and from where eg getting to know our communities data, service use monitoring, views of those affected ie discussions or consultation results?
- What does this tell you ie negative or positive affect?

Age  including older and younger people and children	
Disability	
Faith, religion or belief	
Gender  including marriage, pregnancy and maternity	
Gender reassignment	

Race	
Sexual orientation  Including Civic Partnership	
Rural communities	
People on low incomes	

**Section 4: Next steps**

**Do you need any more information/evidence eg statistics, consultation? If so, how do you plan to address this?**

No

**How have you taken/will you take the potential impact and evidence into account?**

N/A

**How do you plan to monitor the impact and effectiveness of this change or decision?**

Policy will be kept under review.

Thank you for completing this equality impact assessment form, please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).

## **Lancaster City Council**

### **Employee Performance Management and Development Policy**

#### **1. Introduction**

- 1.1 We are committed to ensuring that all our employees are given the opportunity to work to their full potential. We believe that it is our responsibility to provide our people with the right support so they can work at their best, which means that everyone understands what is expected of them and how they can be successful in delivering our Corporate Plan 2030.
- 1.2 Our values are at the heart of this approach and are central to how we deliver our services and work together:
  - List values when we've got them agreed
- 1.3 Our approach to performance management involves ensuring that our employees are valued and recognised by celebrating our successes, and ensuring that everyone understands how their contribution has a positive impact on the work of Lancaster City Council and how they can make that contribution impactful.

#### **2. Scope**

- 2.1 This policy applies to all employees of Lancaster City Council with a permanent or temporary contract, following successful completion of their probationary period.
- 2.2 Separate performance development conversation templates may be used for the Chief Executive, Directors, and certain groups of front line employees such as those in our Waste Services Teams, but the principles detailed in this policy remain.

#### **3. Equality, diversity and inclusion**

- 3.1 In line with all of our policies, we are committed to ensuring that every employee has equal and fair access to all development discussions and opportunities.

#### **4. What is performance management**

- 4.1 In the context of this policy, performance management refers to the way managers and employees work together to ensure that each employee is working to the best of their ability and putting our values into practice, in line with the Council's Priorities in the Corporate Plan.
- 4.2 It can include establishing objectives so everyone understands how their job role contributes to the overall plan, how we can look at improving performance through training and development, and holding people to account for their performance.
- 4.3 It is important to note that the main factor that drives effective performance management is holding regular quality conversations.

#### **5. Principles**

- 5.1 Managers are responsible for ensuring that their teams and individual team members are performing to the best of their ability. This includes having meaningful conversations with their team members in line with this policy.
- 5.2 Performance development conversations, called “Annual Conversations” (*working title*), will take place on an annual basis, with a continuous review process taking place during regular one to one meetings throughout the year.
- 5.3 The Annual Conversation will cover elements such as objective setting, providing feedback on the quality and impact of work completed, how the Council’s values and behaviours have been demonstrated and will continue to be demonstrated, whether an individual has the resources to do their work, whether the work demands are manageable, and the identification of any learning or development needs and how they will be met.
- 5.4 The emphasis of Annual Conversations will be on identifying strengths and using them as a basis for applying an individual’s ‘success formula’ to other situations and circumstances.
- 5.5 Negative performance conversations will be positively framed, with the intention being that an individual is clear on their areas for improvement and their pathway to success. Poor performance will be addressed using the Council’s Capability and Performance Improvement Policy.
- 5.6 Overall performance ratings, based on the impact an employee’s performance has had on delivering the Council’s priorities and called “Impact Ratings”, will be used to motivate employees and to encourage accountability, as well as to inform managers and the Learning and Development team how to prioritise development needs.

**6. Performance Development Conversations, “Annual Conversations” (*working title*)**

- 6.1 The annual Performance Development Conversation is not intended to be a one off annual event. Regular one to one conversations will always make reference to progress against the objectives set in the Annual Conversation. New objectives can be set during regular one to one meetings where they have arisen during the review year. Objectives will be set by making reference to team and service priorities, as well as the Council’s Corporate Plan 2030.
- 6.2 The Annual Conversation has a suggested template to be used as a basis for discussions. It is acknowledged that this template may not meet the requirements of all individuals, and managers and employees can decide on how best to use the template, adding or changing the discussion points as they deem most beneficial. The discussion must always include objective setting and how each individual is implementing the Council’s Values.
- 6.3 Team Check-Ins where groups of individuals come together to discuss performance and values and set objectives, may take place. Managers are trusted to decide when a private discussion with an individual may be more appropriate due to the nature of the issues. It is advised that managers wishing to solely undertake a team approach speak to their Head of Service to agree that this is the most appropriate course of action.
- 6.4 Annual Conversations are intended to be a very positive forum for honest feedback and discussion. Negative feedback can be provided to assist with development, but the Council’s Capability and Performance Improvement Policy should be used to formally address poor or low performance.

6.5 Managers will be requested to complete a short report once all of the Annual Conversations have taken place in their team, which will be shared with the Senior Leadership Team. The aim of this report is to confirm the number of Annual Conversations completed, the general themes identified, and, importantly, the potential challenges that need to be addressed in the coming year to ensure that teams can perform at their best. The report will also be an opportunity for managers to highlight corporate training or development needs so that organisation wide development interventions can be organised where possible.

6.6 Where an employee does not agree with the outcome or content of their Annual Conversation, a further discussion should be requested with their manager. If the employee remains dissatisfied then they should request a discussion with their grandparent manager, whose decision will be final.

## **7. Further information**

7.1 Further information, including templates and guidance for managing performance, will be added to the xx intranet pages.

## **8. Review**

8.1 This Policy will be reviewed one year after implementation, or earlier in the event of further changes in legislation. The Policy will be kept under review, so it can be refined and developed according to learning and experience, seeking feedback from involved parties on a regular basis.

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of the Local Government Act 1972.

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