



Committee: PERSONNEL COMMITTEE
Date: THURSDAY, 9TH MARCH 2023
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 22nd November 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. **People Plan 2023-2026** (Pages 3 - 17)

Report of the Organisational Development Manager.

6. **Equality and Diversity - Disability Equality** (Pages 18 - 26)

Report of the Projects Delivery Lead.

7. **The Fair Work Charter and Foundation Living Wage Accreditation** (Pages 27 - 44)

Report of the Projects Delivery Lead.

8. **Organisational Change Management** (Pages 45 - 68)

Report of the Head of HR and OD.

9. **Pay Policy Statement 2023/24** (Pages 69 - 96)

Report of the Head of HR and OD.

10. **Gender Pay Gap Reporting** (Pages 97 - 103)

Report of the Head of HR and OD.

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, Erica Lewis, Cary Matthews, Oliver Robinson, Joanna Young and Conservative and Green and Independent Group substitute vacancies

(iii) Queries regarding this Agenda

Please contact Stephen Metcalfe, Democratic Services - email sjmetcalfe@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support email democracy@lancaster.gov.uk.

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

Published on Wednesday, 1st March 2023.

PERSONNEL COMMITTEE**HR POLICY DEVELOPMENT AND REVIEW**

9 March 2023

Report of the Organisational Development Manager**PURPOSE OF REPORT**

To update the Committee of the development of a new People Plan 2023-2026.

This report is public.

RECOMMENDATIONS

That the new draft People Plan 2023-2026 appended to this report is considered by the committee. Please note that this is the strategic work plan for the Human Resources Team and does not require formal approval.

1.0 Introduction

- 1.1 A three year People Plan has been developed as a strategy to support the council's priorities from a people management perspective.
- 1.2 Given the context of OBR and the impact of budget constraints, it is more important than ever to ensure that employees are effective at delivering positive outcomes for our residents and communities. It is therefore critical that employees are developed and lead well, thereby increasing capacity, to ensure the continued success of Lancaster City Council. The People Plan will set out how this will be delivered.
- 1.3 The People Plan has drawn on the expertise and knowledge of a wide range of stakeholders in the organisation to ensure that it is relevant to current and future needs, including senior managers, Staff Ambassadors, We're Listening Forum colleagues (representing front line colleagues based at White Lund Depot), the workforce as a whole, Trade Unions and Investors In People.
- 1.4 The Plan comprises an overarching commitment to good quality people management based on organisational context, and then details the actions that will be taken to demonstrate how those commitments will be translated into daily reality.

2.0 Background

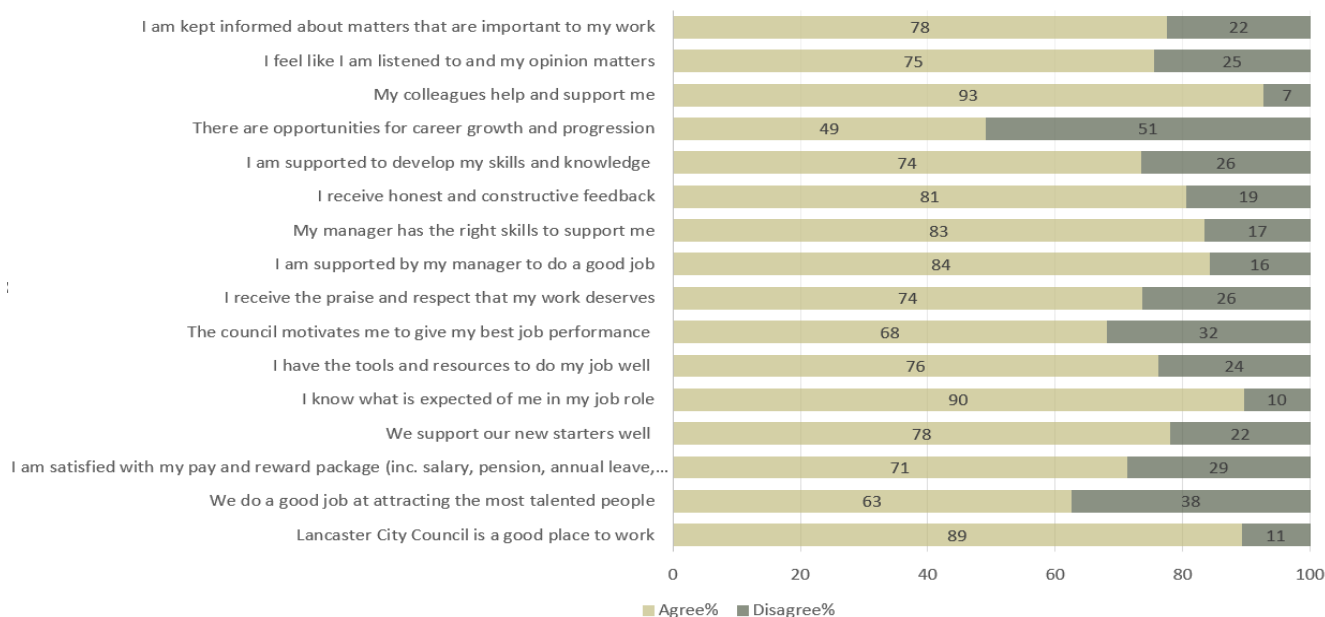
- 2.1 A People Plan is a means of ensuring that people management and development practices, such as recruitment, leadership and development, are aligned to longer term organisational goals and outcomes. This is brought together in a planned framework.
- 2.2 There are a number of key projects to be delivered by the Human Resources and Organisational Development (HR&OD) Team over the coming months and years to ensure the council is able to effectively deliver council priorities.

- 2.3 The development of a People Plan also provides a means of ensuring that the entire organisation is able to contribute to the prioritisation of the people initiatives that will be delivered, that it is clear what the organisation can expect in terms of people management and development, and that progress against the plan is measured and transparent. It also ensures that the plan has leadership team support and commitment.
- 2.3 To identify the needs of the organisation the following stakeholders have been consulted with and views gathered:
- Heads of Service one to ones
 - Staff survey
 - Staff Ambassadors
 - Trade unions
 - We're Listening Forum (front line colleagues at White Lund Depot)
- 2.4 Reference has also been made to the recommendations of the 2022 Investors In People Review Report following silver accreditation in 2021.
- 2.5 There is no current People Plan in operation.

3.0 Informing the People Plan

- 3.1 Following the staff survey, the top five priority areas to address for the People Plan were:
- Career growth and progression
 - Attracting talent (recruitment)
 - Performance and motivation
 - Pay and reward
 - Skills development (joint fifth)
 - Praise and recognition (joint fifth)
- Lower priority areas were:
- Feeling that Lancaster City Council is a good place to work
 - Role expectations
 - Colleague support
- 3.2 The main areas of feedback from senior managers were:
- Need for staff development
 - Focus on high performance
 - Induction and onboarding
 - Leadership and management development
 - One team culture
- 3.3 Investors in People told us the areas to work on are:
- Reposition and embed values
 - Review learning and development
 - Strengthen performance management
 - Leadership skills
 - People metrics
- 3.4 A summary of the results is shown below:

PEOPLE PLAN SURVEY RESULTS



4.0 Approach taken

4.1 After the analysis of the various feedback gathered, a number of recurring themes and issues have been identified, these were then set out in the People Plan as a number of commitments to people management and development in an attempt to distil the information to a one page plan. Supporting action plans with timeframes are still being developed to support the delivery of the commitments.

4.2 The main themes are:

- We are an employer of choice
- We are one team
- We are serious about learning and development
- We are future focussed
- We lead with compassion and courage

4.3 Full details of the themes, including the benefits of delivering on the commitments and the success measures are included in the document at Appendix 1.

5.0 Measuring success

5.1 Each action within the Plan is linked to a metric to help determine whether positive outcomes are being achieved. They will be kept under constant review.

5.2 The main success measures are derived from:

- People metrics – number of vacancies, employee turnover, sickness rates, training courses attended, number of apprentices, annual conversations that have taken place, etc
- Survey data – employees telling us how they feel about working at Lancaster City Council, including whether they feel: that they are valued, that they undertake purposeful and meaningful work, that they have a voice and are listened to, etc
- Investors In People – the status that we are awarded (currently silver) and recommendations
- Employee Voice feedback – qualitative data from Staff Ambassadors, Trade Unions and other feedback forums.

6.0 Review

The People Plan will be kept under continuous review based on the needs of the organisation, ongoing employee engagement and feedback from Investors In People.

7.0 Options

The People Plan is being available to the Committee for information only to demonstrate our commitment to being open and transparent about our work, however views and comments are welcome.

8.0 Conclusion

Members are asked to review and acknowledge the People Plan.

CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing): n/a	
LEGAL IMPLICATIONS There are no legal implications.	
FINANCIAL IMPLICATIONS There are no financial implications to the implementation of the strategy, other than usual spend of the corporate training budget.	
OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces: This is the strategic work plan for the HR and OD team so will involve resource use from across the council.	
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 People Plan appended	Contact Officer: Dawn Bradley Telephone: 01524 582230 E-mail: dbradley@lancaster.gov.uk

Lancaster City Council People Plan 2023-2026

We are an employer of choice	We are one team	We are serious about learning and development	We are future focussed	We lead with compassion and courage
<p>We attract, recruit and retain the talent that is right for us</p> <p>We welcome and support all new starters</p> <p>We reach out to schools, colleges and universities</p> <p>We provide pay and reward that is attractive and sustainable</p> <p>We design job roles to be meaningful and interesting</p> <p>We provide the tools and resources to do our work</p>	<p>We care about each other</p> <p>Wellbeing is at the heart of everything we do</p> <p>We work in partnership with each other</p> <p>We feel that we belong here</p> <p>We build connections across the council</p> <p>We respect and value each other's differences and this makes us stronger</p> <p>We appreciate we have different work styles and preferences and support this where we can</p> <p>We appreciate everyone's contributions and let them know about it</p>	<p>We encourage everyone to own their ability to be the best they can be</p> <p>We promote a safe and supportive learning culture where everyone can learn and grow</p> <p>We believe everyone has the potential to succeed</p> <p>We strive to create high performing teams</p> <p>We are committed to Apprenticeships</p> <p>We provide development that is appropriate and timely</p>	<p>We understand what it means to work together and perform at our best</p> <p>We are clear about what we aim to achieve</p> <p>We are empowered</p> <p>We are collaborative</p> <p>We are values led and purposeful</p> <p>We challenge the status quo</p> <p>We are agile and resilient</p> <p>We measure our success by the tangible outcomes we achieve for our residents and communities</p>	<p>We care and encourage each other as people</p> <p>We are open and honest</p> <p>We lead by example, driven by our purpose and values</p> <p>We support our people through change</p> <p>We work in partnership</p> <p>We trust each other to do the right thing</p> <p>We are committed to our success</p> <p>We operate a blame free, positive feedback culture</p> <p>We build teams that are engaged and committed</p>
<p>Recruitment strategy</p> <p>Induction and onboarding</p>	<p>Wellbeing strategy</p> <p>Equality and Diversity</p>	<p>Learning and development strategy</p>	<p>Culture change</p> <p>Embed values</p>	<p>Leadership and Management development</p>

<p>Employee benefits and salary</p> <p>Partnerships with local education providers</p> <p>Job and organisation design</p> <p>Employer brand</p>	<p>Strong internal communication channels</p> <p>Engagement strategy</p> <p>Hybrid and flexible working practices</p>	<p>Apprenticeship strategy</p> <p>Career pathways</p> <p>Team building</p> <p>Cross team working</p> <p>Workforce/succession planning</p>	<p>Performance Management</p> <p>People metrics</p>	<p>Effective people management</p> <p>Foundation of trust</p> <p>Strong teams</p> <p>Service plans and strategies</p>
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We are an employer of choice			
We attract, recruit and retain the talent that is right for us		We provide pay and reward that is attractive and sustainable	
We welcome and support all new starters		We design job roles to be meaningful and interesting	
We reach out to schools, colleges and universities		We provide the tools and resources to do our work	
Action	Why are we doing it	When are we doing it	Measure of success
Refresh recruitment strategy	To develop a strategic approach to ensuring we attract and recruit the right talent	Year 2	No of applicants per vacancy Manager and applicant feedback
Review recruitment process in light of 'enabled manager' model	Managers own the recruitment process for their own area	Year 2	Manager feedback
Increased digitalisation of recruitment	Ease of use for applicants, managers and HR	Year 1/2	Applicant and manager feedback No of applicants per vacancy
Refresh recruitment webpages	Talent attraction and employer brand	Year 1	Applicant feedback No of applicants per vacancy
Overhaul of induction and onboarding	A consistent welcome and support for new starters	Year 1	New starter and manager feedback % probationers passed
Programme of events to build talent pipelines from local education providers	To promote the Council as an employer of choice To increase span of talent attraction	Year 1	% of applicants from local education providers
Total reward approach to staff benefits	To ensure employees are valued and rewarded through means other than salary	Year 1	Employee feedback
Launch of new staff benefits platform	To ensure employees are valued and rewarded through means other than salary	Year 1	Employee feedback
Refresh exit interviews approach	To understand and learn from the reasons employees leave	Year 1	Exit interview data

Replacement of job descriptions with role profiles	To improve clarity of role and become more competency based in approach	Year 2	% role profiles in operation Employee feedback
Job families project	To promote consistency and simplification of role profiles and enable cross team working where appropriate	Year 2/3	% roles included in a job family Employee feedback
Review of JE process	To improve flexibility in job roles and improve transparency in the process	Year 2/3	Employee feedback
Redesign of employer brand	Corporate project	tbc	Corporate project
Commitment to pay Living Wage	To ensure all employees are paid a minimum wage that can be lived on	Year 1	% of roles paid at or above Living Wage

We are one team			
We care about each other		We build connections across the council	
Wellbeing is at the heart of everything we do		We respect and value each other's differences and this makes us stronger	
We work in partnership with each other		We appreciate we have different work styles and preferences and support this where we can	
We feel that we belong here		We appreciate everyone's contributions and let them know about it	
Action	Why are we doing it	When are we doing it	Measure of success
Long service recognition review	To recognise and appreciate employees with long service	Year 2	Employee feedback New process in place
Job shadowing/internal work experience programme	To promote cross function working and understanding of the work taking place across the council	Year 2/3	% employees engaging with the initiatives Employee feedback
Implementation of team wellbeing action plans	Support Wellbeing Strategy	Year 1	Wellbeing Strategy
Support delivery of Wellbeing Strategy	See Wellbeing Strategy	In line with Wellbeing Strategy	See Wellbeing Strategy
Celebrating success approach	To ensure employees are recognised for their work and feel valued	Year 1	New approach in place Employee feedback
Launch of employee assistance programme	To ensure that employees are supported in their employment by supporting their whole self	Year 1	% use of EAP Employee feedback % sickness due to stress or mental health conditions
Continued support to Working Well strategy	To promote flexibility in working to all groups of employees	Ongoing	Employee feedback
Employee Engagement strategy, including internal communications, network channels, surveys and any other employee voice forum	To ensure employee feedback is gathered from a range of sources on an ongoing basis to inform the work of the People Plan and council generally	Year 1	Employee feedback New strategy in place % of employees participating in surveys

Continue to strengthen relationship and collaboration with trade unions	To ensure that the views of employees and Trade Unions are taken into account	Ongoing	Feedback from trade unions Attendance at trade union meetings
Promotion of EDI training and discussion	To ensure that the council keeps up to date and has an ongoing conversation about equality, diversity and inclusion	Year 1/2	No of training courses % employee take up of courses Employee feedback
Review of Equality and Diversity Policy	To ensure the Equality and Diversity Policy is up to date with legislation and relevant	Year 1/2	Updated policy in place Employee feedback No of complaints raised about equality and diversity

We are serious about learning and development			
<p>We encourage everyone to own their ability to be the best they can be</p> <p>We promote a safe and supportive learning culture where everyone can learn and grow</p> <p>We believe everyone has the potential to succeed</p> <p>We strive to create high performing teams</p>		<p>We are committed to Apprenticeships</p> <p>We provide development that is appropriate and timely</p>	
Action	Why are we doing it	When are we doing it	Measure of success
Launch of performance management framework, including training for all managers	To focus on outcomes based working, to motivate and engage employees, to drive accountability	Year 1	% of managers undertaking performance management training course % of annual conversations undertaken Employee feedback
Learning and Development Strategy – including skills gap analyses	To equip employees with the skills and knowledge needed for now and in the future and ensure a consistent approach	Year 1	Strategy implemented Development plans in place Training budget spend Employee feedback

Apprenticeship Strategy	To encourage employee development by using Apprenticeships To encourage the development of early careers routes into the council	Year 1	Strategy implemented Apprenticeship Levy spend No of employees undertaking Apprenticeship training No of early careers Apprenticeships created
Development of coaching and mentoring approaches	To support the development of employees and encourage self management of individual development	Year 2	No of coaches and mentors trained No of coaches and mentors available to employees No of employees taking up coaching and mentoring Employee feedback
Career pathways approach design – including succession planning	To ensure employees are given the opportunity to develop their careers To ensure the council is ready to fill future vacancies	Year 1/2	% of internal appointments No of succession plans in place Employee feedback
Review elearning offer	To ensure the elearning courses are fit for purpose and cover topics required	Year 1	No of elearning courses undertaken Employee feedback
L&D promotion schedule	To ensure employees are aware of the learning and development opportunities available	Year 1	No of promotions No of different channels used No of L&D opportunities taken up Employee feedback
Promotion of learning culture	To ensure employees understand the importance of learning and development and the forms it can take	Year 1	No of development plans in place Corporate training spend Elearning courses undertaken Employee feedback
Investigation into launching protected development time with CPD logs	To promote the importance of taking time to develop	Year 1	Manager and employee feedback
Development of team building toolkits and support	To support managers to build strong and high performing teams	Year 1/2	Toolkits in place Manager and employee feedback

Review of corporate training budget	To ensure that money is spent appropriately on learning and development activity	Year 2	Spend by service area Manager feedback
Review of corporate training programme	To ensure that the corporate training offer is appropriate and fit for purpose	Year 1	Corporate training programme designed Employee feedback
Support ongoing promotion of volunteering policy	To ensure uptake of the volunteering policy and to ensure employees understand the benefits	Ongoing	No of employees claiming volunteering leave Employee feedback

We are future focussed			
<p>We understand what it means to work together and perform at our best</p> <p>We are clear about what we aim to achieve</p> <p>We are empowered</p> <p>We are collaborative</p>		<p>We are values led and purposeful</p> <p>We challenge the status quo</p> <p>We are agile and resilient</p> <p>We measure our success by the tangible outcomes we achieve for our residents and communities</p>	
Action	Why are we doing it	When are we doing it	Measure of success
HR services move to 'enabled manager' model	Managers are empowered to deal with their own people management and development	Year 1	Manager feedback No of HR self service processes No of HR cases Time spent by HR Advisors and HR Business Partners on casework
Future skills development	To ensure the council is future ready given the context of OBR	Year 2	Identification of skills to develop Training or development opportunities identified Development plans put together Employee and manager feedback

Launch and embed newly refreshed values	To become a values led organisation, striving to build values into everything we do	Year 1	Employee feedback No of Annual Conversations completed
Launch and embed new behaviours framework	To ensure that all employees understand the agreed behaviours that help us to live our values	Year 1	Employee feedback No of Annual Conversations completed
Internal work experience development, eg secondments, cross team projects	To promote cross function working and understanding of the work taking place across the council	Year 2/3	% employees engaging with the initiatives Employee feedback
Development of people metrics dashboard	To ensure the organisation can access a suite of people metrics to help inform people management and development	Year 1	Dashboard developed Employee feedback Manager feedback
Review HR policies to ensure fit for purpose for new ways of working	To ensure all employees are clear on organisational expectations and support available To ensure managers are supported in their people management decisions	Ongoing	% of policies reviewed Employee feedback Manager feedback
Ongoing commitment to Investors In People	To ensure that the best people management and development practices are in place	Year 1	Minimum of Silver accreditation attained Feedback in liP surveys
Consideration of external benchmarking	The most appropriate and relevant benchmarking data is available to ensure good people management practices	Year 2	Research project undertaken

We lead with compassion and courage	
We care and encourage each other as people	We trust each other to do the right thing
We are open and honest	We are committed to our success

<p>We lead by example, driven by our purpose and values</p> <p>We support our people through change</p> <p>We work in partnership</p>		<p>We operate a blame free, positive feedback culture</p> <p>We build teams that are engaged and committed</p>	
Action	Why are we doing it	When are we doing it	Measure of success
Leadership culture change programme – defining post OBR ‘way of working’ principles and developing an action plan for supporting culture change	To ensure our leadership matches the new way of working and the change is embedded	Year 1	Completion of culture change work Culture action plans developed Manager feedback
Leadership and management development programme	To ensure leaders and managers are equipped with the right skills to provide a good employee experience and promote high performance	Year 2	Programme developed No of courses delivered No of managers attending courses Manager feedback
New manager programme	To ensure leaders and managers are equipped with the right skills to provide a good employee experience and promote high performance	Year 2	Programme developed No of courses delivered No of managers attending courses Manager feedback
Aspiring managers/leaders programme	To ensure leaders and managers are equipped with the right skills to provide a good employee experience and promote high performance	Year 2	Programme developed No of courses delivered No of aspiring managers attending courses No of internal promotions to management positions Manager feedback Employee feedback
Team building support for managers offer	Equip managers with the tools and skills to build high performing and engaged teams	Year 1/2	Toolkits developed No of workshops supported by OD colleagues Manager feedback Employee feedback

Manager networks development	Provide managers with psychologically safe spaces to discuss matters relevant to them and exchange information that is important to them	Year 2	No of network meetings No of attendees Manager feedback
Improving leadership team visibility project	To ensure the leadership team share their purpose, vision and values in order to promote engage with colleagues, encourage a trusting workplace and contribute towards a high performing culture	Year 1	No of engagement activities Employee feedback
Ensure clarity of individual roles in achieving the council priorities through service plans and strategies	To establish a 'golden thread' between the council's purpose, values and priorities, and individual team and job roles	Year 1	No of service plans/strategies developed Manager feedback Employee feedback

PERSONNEL COMMITTEE**Equality and Diversity – Disability Equality****9th March 2023****Report of the Projects Delivery Lead****PURPOSE OF REPORT**

To inform the committee regarding progress of Disability Equality Initiatives and planned work.

This report is public.

RECOMMENDATIONS

- (1) That Committee notes the progress made regarding disability equality initiatives and plans for further development work.**

1.0 Introduction

- 1.1 The Equality Act 2010 provides legislative protection for those with a disability noting it as a protected characteristic and placing a responsibility on employers to make reasonable adjustments for disability both prior to employment at the recruitment and selection stages, and during employment itself.
- 1.2 The council's Equality and Diversity Policy in operation also states that we will tackle any inequality arising from several protected characteristics, one of which is disability. It also states, in line with legislation, that we will ensure that recruitment and selection is carried out fairly and effectively and that we will make reasonable adjustments in line with our legal duties.
- 1.3 The council has also operated a guaranteed interview scheme for those who meet the essential criteria for a role for several years. This is part of our commitment to the Department for Works and Pensions 'Two Ticks' Disability Scheme which was replaced by the Disability Confident Scheme in November of 2016. There are three levels to this scheme, committed, employer and leader. The council is currently at Disability Confident Level 1 - Committed which means that we have signed up to several commitments with regards to both our recruitment and employment practices.

2.0 Information on our progress on Disability Equality Matters**2.1 Disability and Carers Network**

- 2.1.1 In March of 2021 the Council established a disability and carers network comprising of those who have a disability themselves and those who care for someone with a disability or health condition.
- 2.1.2 The creation of the disability and carers network has provided the Council as an employer with a group of staff who regularly give ideas on how we can improve and develop our offer as an employer for this protected group. This group have discussed topics and have

led on the development of several of the initiatives below with support from HR allies and the Wellbeing and Inclusion Co Ordinator in implementing them.

- 2.1.3 It has also provided the staff involved with a valued group of likeminded individuals who have similar experiences. The group provides support to each other and allows staff with this protected characteristic to raise and discuss issues that are relevant to the group.

2.2 Hidden Disabilities

- 2.2.1 During the pandemic the council promoted the Hidden Disabilities Sunflower Lanyard Scheme amongst its own employees and lanyards can be made available for staff by contacting the Staff Wellbeing and Inclusion Group. The scheme aims to make invisible disabilities visible telling other staff that the wearer might need help with some work activities, more time or understanding.

- 2.2.2 Information and learning has also been made available on the Council's learning zone (e-learning platform) on unconscious bias, autism awareness as well as our generic equality and diversity course. Signposting support and awareness raising information have been added to the wellbeing and inclusion intranet pages.

2.3 Access Audit Checklists

- 2.3.1 As part of the working environment workstream of the councils 'working well' project the disability and carers network were consulted regarding key themes and issues relating to new office spaces and the introduction of more hybrid working for disabled staff.

- 2.3.2 Following on from this the network supported the councils Asset Manager with the creation of access audit checklists and assisted with the assessment of office spaces using these.

- 2.3.3 These checklists form part of the Asset Management Strategy and Asset Review that have recently taken place to ensure any changes to building usage consider the relevant access issues.

2.4 Disability Passports

- 2.4.1 The network have drafted and trialed a disability passport scheme which has now been rolled out to all staff across the council. The disability passport is designed for colleagues, who have a long-term health condition, mental health condition, neurodiversity or disability/learning disability or difficulty, to help them access the support they may need in the workplace.

- 2.4.2 The passport aims to support colleagues to manage their health at work and remove obstacles in communicating their condition as they change role, department/team, or directorate throughout their career at the Council, hence the term 'passport'. It also can be of assistance when an employee's line manager changes.

- 2.4.3 The passport will assist the council and its staff in assessing where reasonable adjustments are requested and required and keeping a record of these in line with our commitments to disability equality and in compliance with employment legislation.

3.0 Future Plans to develop our commitment to disabled applicants and employees

3.1 Disability Confident Award Progression

- 3.1.1 In order to further publicise and develop our commitment we are seeking to increase the level of Disability Confident membership to Level 2 Disability Confident Employer in the year 2023/24.

- 3.1.2 We have been working with another current Level 2 Employer organisation, University of Morecambe Bay Hospitals Trust who are mentoring us on the process as part of their own application for Leader level 3 status.
- 3.1.3 As part of this process so far, we have better publicised our guaranteed interview scheme on our website and have included wording in our adverts which makes clearer our commitment to disability confident and fair recruitment and employment practices. The disability passport scheme is also an initiative which will support our progression with the Disability Confident Level 2 award.

3.2 Development of a Disability Employment Policy

- 3.2.1 To start to bring together some of our responsibilities specific to disability, the initiatives we have introduced and to formalise the way in which disabilities should be considered and managed at the council it is proposed to develop in the next 12 months a Disability Employment Policy.
- 3.2.2 When drafted the policy will be consulted on with trade unions and members at JCC and be brought to Personnel Committee for approval.

3.3 Customer Facing Support for the Hidden Disabilities Sunflower Scheme

Further to our own promotion of the Hidden Disabilities Sunflower scheme amongst our staff we are looking to also make clear to our customers that we support the scheme as a council.

In 2022/23 a customer facing trial took place of the scheme at Salt Ayre Leisure Centre which proved to be very popular with customers and led to our staff having a clearer understanding of those who may need more help when they are visiting our premises.

It is proposed now to roll out our support of the scheme at all our customer facing areas advertising it via posters, signage and staff badges in 2023/24.

4.0 Conclusion

- 4.1 Over the past 24 months the council has progressed its commitment to disability equality through the introduction of a staff network, promotion of the hidden disability sunflower scheme, the introduction of disability passport scheme and through access audits of our facilities.
- 4.2 Planned work for 2023/24 includes progression of our commitment to the Disability Confident scheme, looking to achieve Level 2 Employer status, a new disability employment policy in conjunction with this commitment and promotion of our support of the hidden disability sunflower scheme at customer facing venues.

**CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):**

The content of this report refers to our duty as an employer to meet the requirements of the Equality Act and to ensure equality of opportunity for disabled applicants and staff. The initiatives contained are intended to have a positive impact on our commitment to disability equality and to allow us to set best practice examples to other employers in the district.

LEGAL IMPLICATIONS

There are no legal implications arising from this report. The work by the Council on disability

equality initiatives is in accordance with the Council's Public Sector Equality Duty (under the Equality Act 2010).

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

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

There are no resource implications arising from this report.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no comments

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

Contact Officer: Clare Brown
Telephone: 01524 582039
E-mail: cbrown@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

Service	Office of the Chief Executive
Title and brief description (if required)	Disability Equality
New or existing	New and existing initiatives
Author/officer lead	Clare Brown, Projects Delivery Lead
Date	13.02.23

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 develop and better publicise Lancaster City Council’s approach to employment of disabled staff.

Who is intended to benefit and how?

1. Disabled Members of staff – improving and developing our employment offer and raising awareness around disability equality.
2. External disabled applicants – attracting disabled applicants and ensuring our recruitment processes continue to be compliant with disability equality legislation under the Equality Act 2010

3. Lancaster City Council – attracting and retaining those with disabilities to our organisation ensuring diversity and talent in our workforce.

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

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	The initiatives discussed have been put in place to improve and develop disability equality for applicants and staff within the council. The disability and carers network as an employee resource group will provide insights on what improvements can be made as well as external best practice sought from other diverse organisations. Initiatives are intended to have a positive impact on of employment of a diverse workforce enhancing the employment experience of disabled staff.
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?

To be monitored through employee experience and numbers of applicants declaring a disability who are successful in securing a role within the council.

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).

Personnel Committee

**The Fair Work Charter
&
Foundation Living Wage Accreditation**

Report of the Projects Delivery Lead

PURPOSE OF REPORT

To inform the committee on the progression of the Fair Work Charter and detail information on the Foundation Living Wage Accreditation process, and to seek a decision on the implementation of these within our own organisation.

This report is public.

RECOMMENDATIONS

Following consideration of any comments by trade unions tabled at the meeting from the previous JCC, that:

- **The committee agrees that the Council as an employer will commit to the Fair Work Charter Journey.**
- **The committee approves the Council's commitment to achieving and maintaining Foundation Living Wage Accreditation.**

Taking into consideration:

- **The required uplift for our own staff in line with the new real living wage rate (£10.90)**
- **The required commitment to advocating payment of the RLW to third party contracted staff within procurement processes.**
- **The annual fee required to retain Real Living Wage status**

1.0 Introduction and background

1.1 In line with our commitment under Plan 2030 to Fair Work and an inclusive prosperous economy, the Council is undertaking a project to seek to implement a Fair Work Charter in the district to assist in addressing labour market inequalities and encourage good employment practices.

1.2 It was agreed by Cabinet on 17th January 2023 that, following internal consultation, the final internal draft of the charter would now progress to external engagement and consultation and would be further developed through a partnership model with the plan to launch this later in the year to local business. A copy of the final internal version of the charter is appended.

- 1.3 One key element of Fair Work, and a topic which the Council has considered previously, is Fair Pay, specifically the payment of the Real Living Wage and pursuing formal Foundation Living Wage Accreditation.
- 1.5 This report outlines our current position with regards to the Real Living Wage and the steps required to achieve Foundation Living Wage Accreditation.
- 1.6 Fair Pay is the most important element of Fair Work regardless of how the Charter itself is taken forwards. When Councils become accredited, the Living Wage Foundation reports that they have seen a ripple effect on the local labour market with other organisations wanting to find out more and seek their own accreditation. Currently there are only 22 Accredited Foundation Living Wage employers in the district.
- 1.6 The Real Living wage is currently set at £10.90 outside of London. It is voluntarily paid by employers and is the only wage rate which is based on what people need to live. It is applicable to those 18 years or older and is based on a calculation made according to the cost of living, based on a 'basket' of household goods and services.
- 1.6 The Real living wage should not be confused with the National Minimum wage (£9.18) or the National Living Wage (£9.50) which are statutory rates and are a legal requirement. The adoption of the Real Living wage as mentioned above is voluntary.
- 1.7 The real living wage rate is uplifted each year and normally organisations have 6 months to implement the change to their rates of Pay. This year the council has until May.
- 1.9 There are two criteria to become a real living wage employer:
- We must pay all our own directly employed staff the real living wage
 - We must ensure that all third-party contractors also pay a real living wage to their staff.

2.0 Commitment to our own Fair Work Charter Journey

- 2.1 It is expected that as a leading member of the charter partnership that the Council will commit to its own charter journey and seek to improve where required its employment practices in line with the themes contained. Members of the personnel committee are requested to formalise this commitment further to a referral from Cabinet regarding our own employees.
- 2.2 The key elements of the charter will be integrated with the People Plan which is currently being developed to progress in our own journey from supporter to Member and then through to ambassador.
- 2.3 The Council will seek to publicise its own best practice examples of the different elements of the Charter as part of the eventual roll out to wider businesses in our communities.

3.0 Current Position – Real Living Wage

- 3.1 Personnel Committee agreed in 2013 that the Council would pay the Real Living Wage to its employees though a top up supplement for those who earn the lowest SCP points.
- 3.2 Subsequently in 2015 it was decided that the Real Living Wage would be permanently integrated into our pay scale meaning that our lowest SCP point payable currently sits at living wage rate for 2022.

- 3.3 The Committee previously decided not to pursue to full accredited status, as advised by officers, as this would require a full assessment of our third party contracted staff and amendments to our procurement processes.

4.0 Actions required to gain Foundation Living Wage Accreditation

4.1 Our own employees

- 4.1.2 The council is yet to implement the changes to the living wage rate for this year, (2023) to become accredited we would need to uplift our lowest SCP point (SCP 3) £10.79 to the new Foundation Living Wage rate £10.90 a rise of 11p per employee per hour worked.

- 4.1.3 An assessment of our current employees has indicated that there are 55 staff who are currently on SCP 3 many of which are employed on part time and casual hours. To uplift these staff onto Real Living Wage Rates it is estimated that this will cost £7,500 in 2023/24. This rise however is already budgeted for in line with our predictions for the next annual pay award, at which point it is estimated our pay point for SCP 3 will rise to meet the Real Living Wage rate.

- 4.1.3 As stated above a decision has already been taken regarding this in 2015 and this decision is referenced in our Pay Policy Statement as follows:

14.3 The Council ensures that all staff (aside from Apprentices) are paid at least the 'Real Living Wage' rate. Spinal Column Point (SCP) 3 automatically defaults to the Living Wage on 1st April each year and the Council uses this to define its 'lowest paid' employees.

4.2 Third Party Contractors

- 4.2.1 An assessment has been conducted of the contracts we currently hold and only one contract has staff employed that are paid below the Real Living Wage (4 employees). This contract however is due to end in March of this year.

- 4.1.2 The Living Wage Foundation have confirmed that we therefore do not need to demonstrate that we have a plan in place to bring our third-party contracts in line, as they all meet the current criteria or are ending before our accreditation begins.

- 4.2.3 We do, however, need to ensure, to the extent permitted by law, that our procurement processes for third party contracts highlight our own commitment to the Real Living Wage. We need to actively advocate payment of the Real Living Wage and publicise our own commitment.

- 4.2.4 This may mean a slight uplift in the overall cost associated with any particular contract, as businesses seek to bring their staff in line with the RLW in support of the council's commitment.

4.3 Annual Accreditation Fee

- 4.3.1 Each organisation that becomes accredited needs to pay an annual fee to the Foundation to remain accredited. The current fee for a public sector organisation of our size is £480.00, the cost of which it is proposed will be met from the existing Human Resources Subscriptions Budget.

5.0 Conclusion

- 5.1 Commitment to our own Fair Work Charter Journey, and a commitment to become Foundation Living Wage accredited, ensures that the Council is settling an example as

the local authority in continuing to lead as a Fair Employer and is highlighting best practice. It also enhances our employer brand and supports our ambition to become an employer of choice.

6.0 Options

- 6.1 The options available to the committee are to approve our commitment to our own fair work charter journey and the Real Living Wage Accreditation or to reject the recommendations and to maintain our current position as an employer.
- 6.2 The risk of rejecting the proposals are that Cabinet would likely need to review the decision to externally consult and develop a partnership for the Fair Work Charter as we would not be supporting our own initiative.

RELATIONSHIP TO POLICY FRAMEWORK

This report is presented in support of the delivery of key priorities and outcomes as set out and agreed within Plan 2030.

**CONCLUSION OF IMPACT ASSESSMENT
(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

None directly arising from this report. The charter aims to reduce labour market inequality a key linked component of which is climate justice as an integral part of social justice and economic prosperity.

FINANCIAL IMPLICATIONS

As set out in the report. With regard to paying the new Foundation Living Wage rate of £10.90, an inflationary uplift which would exceed this amount is already included in the approved revenue budget for 2023/24. The c.£480 annual fee to the Foundation to remain accredited can be met from existing budgets.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no additional comments to make regarding the financial implication of this report. However, as the officer responsible for procurement similar to the Monitoring Officer he would draw members attention the comments set out in the legal implications.

LEGAL IMPLICATIONS

Legal Services have obtained external advice with regard to pursuing the Living Wage Accreditation. Whilst there is nothing to prevent the Council from paying its own employees the Foundation Living Wage, it is not recommended that the Council make it a requirement in its Procurement Strategy. The reason behind this is that the Council has to exercise its procurement functions without reference to matters that are “non-commercial considerations” (s.17(1) of the Local Government Act 1988) which would include workforce matters such as contracting parties having to pay their employees the Real Living Wage.

The recommendation from external advisors is that they consider that to make RLW a standard mandatory requirement of the Council and include it in all of its T&Cs therefore would very likely be a breach of PCR 2015. They do not recommend that we proceed with accreditation. Their recommendation is that the Council considers in each procurement whether the RLW can be legitimately required given the subject matter of the contract being procured.

Other authorities have gone ahead and achieved accreditation, therefore making it a requirement of all contracting bodies to pay their employees the Real Living Wage, and therefor may have considered that the risk of challenge to their Procurement Strategy (as being non-PCR 2015 compliant) is minimal.

Legal Services advises that there is no legal barrier to paying its own employees Foundation Living Wage Council. Council can also make its commitment to the Real Living Wage clear in terms of this being desirable from those they contract with but should not add this immediately to its Procurement Strategy without taking further steps to assess the likelihood of challenge.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and would draw members attention to the legal implications above.

BACKGROUND PAPERS

Fair Work Charter Final Approved Internal draft Jan 2023.

Contact Officer: Clare Brown

Telephone: 01524 582039

E-mail : csbrown@lancaster.gov.uk

Ref:



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.

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- 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
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How do I carry out an equality impact assessment?

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- The start of a new project or when making a decision.

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Equality impact assessment form

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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

Service	Office of the Chief Executive
Title and brief description (if required)	Living Wage and Fair Work Charter
New or existing	New & Existing
Author/officer lead	Clare Brown, Projects Delivery Lead
Date	21.02.23

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 embark on our own Fair Work Charter Journey as a council to improve our employment practices one key initiative of which is to become Foundation Living Wage Accredited.

Who is intended to benefit and how?

1. Council employees – ensuring that they are paid a real living wage as a minimum and benefit from good employment practices.

2. Lancaster City Council – attracting and retaining talent into our workforce.
3. The wider district – our accreditation sets and example for other local businesses to do the same and pay a real living wage.

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

If yes, please provide more detail of potential impact and evidence including:	
<ul style="list-style-type: none"> - 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?

Third party contracts will be monitored via our tendering and procurement processes for living wage rates.

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 District Fair Work Charter

Lancaster City Council's goals of long-term environmental, economic and community success and resilience in our district can only be achieved through a collaborative partnership approach; working alongside local employers, institutions and industries to deliver on our district's many opportunities and prosper in the face of continued economic challenges.

Our shared experience of partnership during the Covid-19 pandemic has provided a strong basis for pursuing further opportunities to work together throughout the journey of economic and social recovery and renewal.

A key part of the council's '[Plan 2030](#)' strategy for the district is to take a 'Community Wealth-Building' approach to delivering 'An Inclusive and Prosperous Local Economy'. Community Wealth Building seeks to redirect flows of wealth, so that workers, residents and consumers benefit from the economic activity happening in their communities. This means better paid, more secure jobs and more locally rooted, "generative" businesses that share the wealth they create.

We are currently pursuing several Community Wealth-Building initiatives, which focus on business and stakeholder support including taking a proactive approach to growing the social economy and developing grass roots initiatives with SME's and encouraging growth in the green sector business base. To continue developing our Community Wealth-Building approach we seek to establish a Fair Work Charter for the Lancaster district.

The **Fair Work Charter** seeks to remove labour market inequalities and in-work poverty and provide for welcoming and accessible workplaces where all workers are treated with dignity and respect and can flourish and contribute to the wider community.

The council also recognises that climate justice is an integral part of social justice and economic prosperity, and we aim to work with other employers across the district to encourage and support efforts to make the district a net zero carbon economy.

Lancaster City Council advocates the following five elements of a Fair Work should be supported by local businesses in their employment practices to create a Fair Work District for all.

- 1. Fair Pay and Job Security**
- 2. Employee Voice and Good Employee Relations**
- 3. Healthy, Safe Workplaces**
- 4. Flexibility, Diversity and Equality**
- 5. Development and Fulfilment**

Charter Membership

We ask initially that local businesses sign up to the charter as **supporters** by pledging that they will work towards each of these elements. We will support businesses in return in improving their employment practices in line with the charter by signposting to relevant resources and support within the district and beyond.

As businesses become confident that they are meeting the requirements of each of the Charter elements we will open applications and evidence submission through our online portal to allow us to award you full Fair Work Charter **Member** Status, showcasing your business as a **Fair Work Employer**.

Those businesses exceeding the charter Member status by going above and beyond in relation to those elements listed will be given Charter **Ambassador** status and will be expected to also support other local businesses on their charter journey.

Why should Businesses commit to their own charter journey?

The charter allows businesses to have a positive impact on their locality, specific to the economic regeneration of the Lancaster district post pandemic. Employers with a commitment to corporate social responsibility will reap the benefits of attracting (often fluid), skilled talent to remain in the area rather than them commuting out for employment.

The pandemic has also led to a tightening of the labour market, by progressing through the charter businesses can become employers of choice. Being able to recruit and retain high value staff can lead to a competitive advantage through increases in innovation and productivity.

Those employers who already have good employment practices under each of the elements can get the recognition they deserve for these practices, and the relevant publicity for their actions to be a good employer. Those who want to improve their employment practices and address inequalities can do so through a framework supported by fellow businesses and anchor institutions.

Being committed to the charter allows businesses to access networks, support and signposting to enable charter implementation and achievement of member status.

Businesses are recognised as contributing to social value through paying a real living wage and applying the other elements of the charter. They will therefore be better able to provide social value related evidence when tendering for business from the Council and other organisations who have this approach to procurement of local goods and services.

Fair Pay and Job Security

Fair Pay

To ensure financial resilience of our district's working population and payment of a wage commensurate with the cost of living, employers should achieve or have a plan in place to pay their staff a Real Living Wage. Consideration should also be given to planning to ensure that third party contracted staff are also paid the Real Living Wage.

The real living wage is voluntarily paid by employers and is the only wage rate which is based on what people need to live. It is applicable to those 18 years or older and is based on a calculation made according to the cost of living, based on a 'basket' of household goods and services.

Payment of the real living wage to all employees regardless of contractual status is a huge step forwards to eradicating in-work poverty in our district.

Job Security

Provision of stable clear contracts of employment reflective of the hours worked, rather than utilising insecure contracts such as zero hours, where they are not wanted.

A reduced reliance on overtime and provision of set hours which accurately reflect hours regularly worked.

All employers are encouraged to offer staff who work for them for a prolonged period the opportunity to become direct employees.

Employers should also seek to develop staff skills internally, minimising the need for external contracted expertise which are often at a higher cost.

Help to achieve this is available from the following resources:

CIPD Knowledge Hub – [Tackling in Work Poverty](#)

CIPD knowledge hub – [Employer/Employee views of zero hours contracts](#)

Accreditations that support this charter element:

Living Wage Foundation - [The Real Living Wage](#)

Living Wage Foundation - [Living Hours](#)

Employee Voice and Good Employee Relations

Good employee relations fostered with recognised trade unions

Collective bargaining and regular constructive dialogue between employers and trade unions is important to ensure good employment relations and safe workplaces. It helps facilitate mutually beneficial adjustments to employment practices, and to ensure high-quality service delivery.

Employers are encouraged to recognise and work with trade unions. Creating a regular dialogue with recognised unions and informing staff when they commence employment of their ability to join the union. Union recognition can help businesses to hear the collective voice of their employees and be aware of wider national impacts that may affect the workforce.

Employee Voice

A culture of engagement and consultation should be fostered with employee voice at all levels being heard.

Employers should focus on facilitating engagement opportunities and maintaining workforce buy in to working practices by listening to employees regarding what works well and what doesn't. Staff networks, suggestion schemes, regular briefings and communications between management and staff are key tools to facilitate this.

Employee Recognition is encouraged, as is ensuring an understanding of how an individual role contributes to wider organisational success.

Help to achieve this is available from the following resources:

ACAS Advice Booklet – [Trade Union Recognition in the Workplace](#)

CIPD knowledge hub – [Employee Engagement Factsheet](#)

Other standards and schemes available to assist you with your journey:

CBI/TUC [Good Business Charter](#)

Healthy, Safe Workplaces

Health and Wellbeing

Development of a workplace wellbeing approach covering all aspects of wellbeing with business wellbeing action plans as a key tool. Planning should include thinking of how to promote and embed the five ways to wellbeing within the culture of the business (connect, take notice, give, be active, keep learning).

A clear focus on mental health as well as physical health. Leadership buy in to tackling workplace mental health, creating safe spaces for people to talk about and resolve issues which may be affecting their mental health. Use of staff support mechanisms such as mental health first aiders and staff support networks and continued awareness raising awareness amongst the workforce regarding mental health.

Safety at work

Meet legislative requirements relating to health and safety at work, prioritise staff and customer health and safety, have procedures in place to learn from and prevent any issues which might arise.

All employers are responsible for health and safety in their business. It is a basic employment right that people should feel safe within their work.

Help to achieve this is available from the following resources:

[Mind Business Resources](#), [Thriving at Work Report](#)

[Mental Health First Aid England](#)

HSE – [Health and Safety Basics for Business](#)

CIPD knowledge hub – health and safety at work [factsheet](#)

ACAS – [Health and Wellbeing](#) advice

Gallup - [Five Essential Elements of Wellbeing](#)

New Economics Foundation [Five Ways to Wellbeing](#)

Other standards and schemes available to assist you with your journey:

[Investors in People Wellbeing Award](#)

Lancaster City Council Workplace Wellbeing Award

Health@work – [Workplace Wellbeing Charter](#)

Flexibility, Diversity and Equality

Flexibility

Embrace flexible working helping more people access the labour market and stay in work, supporting enhanced employee engagement and wellbeing.

Encourage applications for flexible working requests in line with legislation and where possible accommodate these requests in line with business needs. Advertise roles noting a willingness to accept requests of this nature also during the initial recruitment process.

Provide flexibility for those who require it where possible, on the premise that motivated employees with a good work life balance will be more productive and committed to the organisation.

Diversity and Equality

Remove barriers to equal access to quality work through inclusive recruitment practices and making reasonable adjustments where required. Have a clear advertised commitment to a diverse workplace reflective of our local community, free from harassment and discrimination, and have policies or procedures in place to deal with any such issues that arise.

Development of inclusive leaders at the top of organisations and EDI training for staff to ensure a positive customer as well as employee experience, free from bias.

Creation of an inclusive business culture where diversity issues are discussed via an appropriate forum, such as employee networks, and where required, resulting actions are taken to increase inclusivity.

Help to achieve this is available from the following resources:

CIPD Knowledge Hub – [Flexible Working](#)

CIPD Knowledge Hub – [Inclusion and Diversity in the Workplace](#)

ACAS – [Improving Equality Diversity and Inclusion in your Workplace](#)

Other standards and schemes available to assist you with your journey:

[The disability confident employer scheme](#) , [Hidden Disabilities Sunflower](#)

[Stonewall Diversity Champions Award](#)

The TUC [Dying to Work Charter](#) for terminally ill employees

Development and Fulfilment

Development

Equal opportunities for learning to aid career progression, development of skills through support of recognised qualifications, apprenticeships and graduateships as well as other relevant initiatives.

A focus on assisting employees in entering professions and developing and retaining their skills for the future. Utilisation of local educational establishments to increase levels of skills within workforces to NVQ level 4 (degree level) and above to address low skills levels and retain and grow local talent.

Clear performance management processes in place to assist with skills development and business succession planning.

Fulfilment

Drawing on the power of community generated during the pandemic, positive wider societal contribution to aid fulfilment at work should be advocated, such as volunteering and sharing of resources where appropriate for the greater good of the district.

Businesses should consider the benefits of wider corporate social responsibility in attracting staff and consider impacts of business activity on climate change. A focus on what part can be played in carbon reduction within daily working activities and sustainable working practices is encouraged.

Help to achieve this is available from the following resources:

The [National Apprenticeships Service](#)

[Lancaster and Morecambe College](#)

University of Cumbria - [Higher Level Apprenticeships](#)

Lancaster University – [Employer Engagement Team](#)

[Bay volunteers](#) Lancaster district CVS – [Volunteer Centre](#)

Carbon Trust – [Business Carbon Footprint Calculator](#)

Other standards and schemes available to assist you with your journey:

[Lancashire Skills Pledge](#)

[Carbon Literacy Project](#)

PERSONNEL COMMITTEE

Organisational Change Management

9th March 2023

Report of the Head of HR and OD

<p>PURPOSE OF REPORT</p> <p>To seek the Committee's approval on a set of agreed principles for the management of organisational change and the related policy amendments in connection with these.</p> <p>This report is public.</p>

RECOMMENDATIONS

- (1) That Committee approves the appended document outlining the principles that will be applied to organisational change to ensure consistency and bring clarity on how organisational change will be managed throughout the Council.
- (2) That after the agreement of these principles the committee approves the suggested changes to the related policies and procedures which have also been reviewed in line with the principles document.

1.0 Introduction

- 1.1 The Council is embarking on a period of organisational change due to Outcome Based Resourcing (OBR) decisions taken to address the budget deficit. The budget decisions for 2023/2024 will have staff implications and therefore the processes and procedures that guide the management of change have been reviewed to ensure that they are robust and fit for purpose.
- 1.2 A great deal of work has been undertaken in conjunction with Members and Trade Unions to ensure that the organisation is prepared as we embark on organisational change, and this work is described in section 2.0. In addition to existing policies which relate to organisational change, we also agreed to formalise a set of key principles for management of change. This ensures clarity for all and means that any future restructuring is done so in a consistent, fair and transparent manner.
- 1.3 There are two policies which are relevant in managing organisational change;
 - The Council's Early Termination of Employment Policy
 - The Council's Redeployment Policy.

These policies have also been revisited to ensure that they are in line with the principles proposed and there are several minor amendments to wording required which for completeness are included in the content of this report. They can be found as appendices to this report.

2.0 Management of Restructuring and Organisational Change

2.1 The Key Principles were originally drafted by the People and Governance OBR group. The principles were shared with Trade Unions at the monthly meeting on 8th February, with comments invited and for further discussion at JCC on 1st March.

2.2 Subject to approval by Personnel Committee, these principles will be shared with managers and staff in our weekly comms. They will also be incorporated into our restructure toolkit. In recent comms staff have been made aware that the principles were in development and would be shared in due course.

2.3 As mentioned in 2.2, a restructure toolkit to support the application of the Council's policies and procedures has been created and is now live on the intranet. The explains the four stages of the restructuring process:

1. Planning and Preparation, 2. Consultation, 3. Implementation, 4. Consolidation

In addition to professional support from HR Business Partners, this toolkit ensures that managers can self-serve and follow the correct process to treat staff consistently and fairly in-line with our values of Pride, Ownership, Working Together and Ambition, but also keep the Council safe. This toolkit was also shared with Trade Unions for comment.

2.4 A dedicated intranet site for staff covering 'Support and Employment Skills for your next step' has been reviewed and updated to ensure that it is up-to-date and relevant. This will be continually reviewed. Employability courses on interview technique, writing a CV and submitted an application have been added to our suite of e-learning on the Learning Zone, and further life long learning course options are being developed.

2.5 The Council has a clear commitment to Workplace Wellbeing as explained within our Wellbeing Strategy which was shared with Members at a briefing on 14th November 2022. Prioritising wellbeing is a key component on managing organisational change, and as such in addition to regular wellbeing activities already in-place, the intranet site with relevant support will continue to be updated, wellbeing is included in the toolkit and we will shortly be launched a new reward platform that includes an Employee Assistance Programme available to all staff, 24/7. This went live on 1st March 2023. Services will also be working with staff to develop their own wellbeing plans in coming weeks.

2.6 At a more strategic level, following extensive engagement a draft People Plan has been developed for the organisation for 2023-2026. This People Plan is essential to developing the organisation over the next three years and supporting the workforce as we continue to deliver our priorities.

3.0 Required amendments to policy wording

3.1 Access to redeployment

An amendment to the wording of the redeployment policy is proposed in relation to an employee's ability to be eligible for redeployment opportunities. This is proposed to ensure that employees who wish to be considered for redeployment, having already indicated an interest or having been approved for VR, are still able to look for alternative employment within the council up until their leaving date, and are not by virtue of their application for VR excluded from redeployment. Point 7 on the key principles document supports this approach.

Proposed amendment as follows to the section 1 of the Redeployment Policy:

'It is not intended that this Policy will apply to employees who apply for voluntary

~~redundancy. Nor will the voluntary redundancy scheme be available to an employee who has sought redeployment under this Policy.~~ *Should employees wish to be considered for voluntary redundancy, but also be considered for redeployment as an alternative to redundancy, they should speak to their manager ‘*

Proposed amendment as follows to the section 8 of the Redeployment Policy:

‘If at the end of their redeployment period the employee has been unsuccessful in obtaining alternative employment within the Council, their employment will terminate on compulsory redundancy grounds, unless otherwise agreed earlier in the process.’

Proposed amendment as follows to section 10.8 of the Early Termination Policy:

The terms of the Redeployment Policy will not apply to any employee who applies for VR and does not express an interest in redeployment. Further, an employee who has unsuccessfully sought redeployment in a redundancy situation will not subsequently be eligible to apply for voluntary redundancy.

3.2 Re- employment of Chief Officers

A review of relevant policies and procedures has also led to the proposal that section 17 of the Early Termination Policy is re-worded. This currently states:

Re-employment with Lancaster City Council

17.1 Any employee, up to and including Chief Officer, who:

- was dismissed on redundancy grounds, and has received a voluntary (enhanced) redundancy payment, or
- has received any payment in relation to the termination of their employment

may be considered for re-employment by the Council after a period of one calendar year has elapsed since the date of termination of employment.

Proposed amendment as follows to section 17.1 of the Early Termination Policy:

It is the Council's policy not to re-employ any Chief Officer who was previously made redundant from the authority, or later engage them under a contract for service or interim contract except under exceptional circumstances.

~~Any employee, up to and including Chief Officer,~~ *All other employees,* who:

- *were* dismissed on redundancy grounds, and *have* received a voluntary (enhanced) redundancy payment, or
- *have* received any payment in relation to the termination of their employment

may be considered for re-employment by the Council after a period of one calendar year has elapsed since the date of termination of employment.

This is proposed on a value for money basis.

4.0 Conclusion

- 4.1 Personnel Committee are asked to comment on the approach to management of restructuring and organisational change and approve the key principles document.

4.2 Thereafter Personnel Committee are asked to consider and approve the proposals made to the Redeployment Policy and the Early Termination Policy.

<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):</p> <p>Please see associated Equality Impact Assessment in respect of the proposed policy. There is no notable impact.</p>	
<p>LEGAL IMPLICATIONS</p> <p>There are no legal implications arising from this report.</p>	
<p>FINANCIAL IMPLICATIONS</p> <p>The proposed policy change may result in voluntary redundancy costs as opposed to compulsory redundancy costs.</p>	
<p>OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:</p> <p>There are no resource implications arising from this report.</p>	
<p>SECTION 151 OFFICER'S COMMENTS</p> <p>The Section 151 Officer has been consulted and has no comments.</p>	
<p>MONITORING OFFICER'S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no comments.</p>	
<p>BACKGROUND PAPERS Redeployment Policy Early Termination Policy</p>	<p>Contact Officer: Alex Kinch Telephone: 01524 582083 E-mail: akinch@lancaster.gov.uk</p>



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

Service	Human Resources
Title and brief description (if required)	Management of restructures and organisational change
New or existing	Existing (amended)
Author/officer lead	Alex Kinch, Head of HR and OD
Date	9.3.23

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 put in place key principles that ensures clarity and consistency in the Council’s approach to restructure and organisational change.

To amend two existing policies to maximise redeployment opportunities for staff.

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

If yes, please provide more detail of potential impact and evidence including:	
<ul style="list-style-type: none"> - 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).

Management of Restructuring and Organisational Change – Key Principles

Lancaster City Council is committed to ensuring that during periods of organisational change there is a consistent, transparent, and fair approach to actions taken to restructure services and teams. In line with this commitment the following key principles will govern our approach.

1. Staff will be informed at the earliest opportunity if there is to be a restructuring exercise that directly affects them. This includes regular communication with regards to any potential effects this may have specifically on their role, service, and wider Council.
2. Service Heads will be expected to present a business case for any proposed restructures to Senior Leadership Team detailing the implications, costings and objectives of any proposals.
3. Trade unions will be informed of and involved in any planned restructuring of an area as soon as it has received Senior Leadership Team approval to progress.
4. Meaningful consultation will then be undertaken with affected staff, which provides opportunity for affected staff to ask questions and offer counter proposals throughout the process. Feedback on alternatives proposals and ideas will be provided. Legislative timescales will be adhered to.
5. During consultation phases any proposals are to be co-produced with affected staff on a journey to the desired outcome through a process of engagement and discussion.
6. Staff wellbeing during any periods of organisational change will be prioritised and appropriate support mechanisms put in place for those experiencing change.
7. The council will make every effort to mitigate any compulsory redundancies by seeking redeployment opportunities into suitable alternative roles and by utilising where appropriate the councils voluntary and early retirement scheme.
8. The Council will view voluntary redundancy requests and applications sympathetically while balancing the needs of the service.
9. Staff who are displaced will be provided with signposting support in seeking alternative employment, financial assistance/benefits, and other information to assist them in considering their next steps. Learning and development in lifelong and transferable skills will be provided to assist staff with obtaining jobs either within the Council or elsewhere.
10. All new structures will be reviewed to ensure that they meet their intended objectives.
11. Funded roles created through restructuring may be advertised as permanent roles during any ringfencing or subsequent internal advertising as redeployment opportunities, taking into account the likely permanent employment status of any existing staff affected who may apply.
12. Lancaster City Council policies and procedures will always be followed. Managers and staff will be supported by a restructure toolkit ensuring consistency in our approach.

REDEPLOYMENT POLICY

POLICY STATEMENT

Lancaster City Council recognises the importance of creating as secure a working environment as possible for employees and will take steps to ensure continuity of employment through the planning of resources for effective, economic and efficient provision of its services to the local community.

However, in recognising the need to provide quality services and bearing in mind the continuing changes in Local Government, the economic climate, and budgetary constraints; it is acknowledged that adjustments may be necessary from time to time to staffing levels. Where changes are necessary and lead to restructuring or reductions in service provision, impacting on employees, the Council will seek so far as possible to protect the interests of employees.

In seeking to minimise the impact of change on its employees, the Council will commit to making every reasonable effort to offer redeployment opportunities to those employees whose jobs have effectively disappeared or are likely to disappear as a consequence of any review or restructuring of Council Services. However, it must be recognised that this will only be possible where a suitable opportunity can be found.

The Council recognises that the Trade Unions have an important role to play in the implementation of a redeployment policy and will involve representatives of relevant Union(s) in all aspects of the redeployment procedures set out in this policy and will advise all employees affected of the availability of their Union representative's support throughout the procedure.

1. INTRODUCTION

It is accepted that the successful operation of this redeployment policy and procedure depends upon the goodwill and co-operation of those involved.

The effect of an impending redeployment on an individual may be significant, placing that employee in a difficult situation. Managers will be committed to dealing with employees in a sensitive and sympathetic manner and will be offered training and guidance in the implementation of this policy if appropriate.

It is intended that these procedures will apply to 'affected employees', i.e. those employees whose jobs are likely to disappear as a result of a Service Review or other organisational change. The names of 'affected employees' will be kept on a Redeployment Register, which will be maintained and held by HR.

Employees on the redeployment register will be given priority when applying for jobs up to one grade higher than their current post.

It is not intended that this Policy will apply to employees who apply for voluntary redundancy. Nor will the voluntary redundancy scheme be available to an employee who has sought redeployment under this Policy.

2. IDENTIFICATION OF AFFECTED POSTS

Posts may become "affected" by reason of a service reduction or some other organisational restructuring of the Council's business. Employees will be treated as 'affected' when it becomes apparent that their job is likely to disappear, and will continue to be so treated until

the end of the notice period for their substantive post, or successful redeployment, whichever is the sooner. Individual consultation and consultation with the relevant trade union(s) will commence as soon as possible.

An employee should have more than 12 months service to be eligible for redeployment.

3. REDUNDANCY

It is the Council's intention to maintain so far as possible its stated intent of no compulsory redundancy. Although it is recognised that, depending on the local, national and global economic environment, and the availability of suitable redeployment opportunities, there may be circumstances when compulsory redundancy may be unavoidable.

It must be recognised that, very occasionally, when Services are reviewed it may not always be possible to provide reasonable, suitable and acceptable alternative jobs for all those employees whose jobs are at risk. If an employee has not applied for voluntary redundancy, but has sought redeployment, and if all attempts at successful redeployment fail, within the agreed redeployment period, then compulsory redundancy would be the inevitable outcome.

Employees whose employment is ending as a result of the expiry of their fixed term contracts will be considered under this policy.

Affected employees will be issued with notice of the end of their contract to run concurrently with the redeployment period. The length of notice is dependent on statutory and contractual entitlement.

4. NOTIFICATION OF ALTERNATIVE EMPLOYMENT OPPORTUNITIES

Wherever possible, the Council will offer the opportunity to apply for suitable alternative work to 'affected' employees. Such offers will depend on the availability of alternative posts and on the suitability of the employees for these posts.

It should be noted that in a restructuring situation, an employee whose job in the former structure is the same as, or covers a significant proportion (generally 80%) of the responsibilities of the new job description, will be "slotted-in" without the need to go through any formal application/appointment process. This will only apply where there are sufficient vacancies in the same job group.

In all other cases, in assessing suitability, managers will consider not only existing skills and experience but also potential, after retraining if necessary, to perform to a **satisfactory** standard in the new job. Each 'affected' employee will be asked to complete a generic job application to be kept by HR as part of the Redeployment Register, and discussions take place to determine what type of work might be suitable and of interest. This HR Business Partner/Advisor will act as a "link" officer with the employee throughout the redeployment process.

All employees on the Redeployment Register will receive weekly notification of job vacancies electronically, or hard copy if they do not have electronic access.

5. APPLYING FOR ALTERNATIVE EMPLOYMENT OPPORTUNITIES

Where a potential redeployee is interested in applying for a vacancy, they should contact the appropriate HR Business Partner/Advisor to express their interest and request that their generic application be submitted in respect of the vacancy.

The HR Business Partner/Advisor and Line Manager will consider whether the employee's skills are a good match. Should the Line Manager and HR Business Partner/Advisor fail to reach agreement the matter will be referred to the Head of HR or another HR Business Partner in the case of absence who will on the basis of the potential legal implications decide whether there is a sufficient match to warrant an interview.

Where there is a good match of skills (generally 80% or more) an interview will be arranged with the Line Manager. A representative from HR will sit on the interview panel.

This means that an employee who meets 80% or more of the essential requirements for the new post will be interviewed in advance of other applicants who are not on the redeployment register. If the outcome of the interview is that the employee has demonstrated an ability to do the job, a trial period will be offered.

If there is more than one applicant with priority status, all those who meet 80% or more of the essential requirements will be interviewed, and the trial period will be offered to the one who based on interview performance appears to be the most suitable for the job.

If after this process a vacancy does not appear to offer an appropriate or realistic opportunity for an "affected" employee, it will be filled using the Council's normal recruitment procedure.

The Council will comply with its responsibilities under legislation in respect of employees who are in a redundancy situation and on maternity/adoption leave.

6. TRIAL PERIOD

If, after interview, a post is offered to an 'affected' employee it will be for a trial period. The trial period will normally last for four weeks (although this may be extended to up to 12 weeks when it is considered reasonable to do so, for example because of a training need). Trial periods will not normally extend beyond the proposed termination date of the contract. During a trial period, an employee will continue to be paid the rate of pay attached to his/her substantive post.

During the trial period, any retraining necessary to enable the employee to establish suitability in the new post will be arranged. Regular progress meetings, overseen by a Service Manager, will be held throughout the trial period, with the employee, the former line manager, the new Head of Service and the link HR Business Partner/Advisor. The employee will be given all reasonable assistance to reach the required standard of performance.

7. SUCCESSFUL COMPLETION OF TRIAL PERIOD

After the trial period, if the Head of Service agrees that the redeployment has been successful, it will be confirmed as a permanent job offer, and a redundancy situation will no longer apply. During the trial period, an employee may request that their name be retained on the Redeployment Register and ask to be notified of any subsequent redeployment opportunities. Once a redeployment has been confirmed, however, the name of the employee will be permanently removed from the Register.

8. UNSUCCESSFUL TRIAL PERIOD

If after the trial period the Head of Service considers that the trial has not been a success, the employee will return to the substantive post and will remain on the Redeployment Register and in accordance with this policy will have the opportunity to apply for other vacancies that may arise until the termination of the notice period for the substantive post.

In the event that the employee does not agree that the trial period has not been a success, the Head of Service must provide written evidence and documentation to substantiate this, detailing areas where the employee has failed to meet the required standards.

The Council recognises the need to resettle 'affected' employees as quickly and effectively as possible. It will normally be the policy of the Council to offer an 'affected' employee the opportunity to apply for any suitable redeployment opportunities that arise during the notice period.

If at the end of their redeployment period the employee has been unsuccessful in obtaining alternative employment within the Council, their employment will terminate on compulsory redundancy grounds.

However, in certain circumstances, where the Council believes that the alternative offers made have been reasonable and the employment is terminated, redundancy payments may not apply. If two reasonable offers of redeployment have been made by the Council and declined by the employee, the employee's contract is likely to be terminated without a redundancy payment being due. In such cases appropriate notice will be given and it will be the failure to accept the reasonable offer of alternative employment which will result in termination.

If an employee elects to resign at any time during the trial period or after taking up a permanent post after successfully completing the trial period, the employment will normally be considered to have ended by reason of resignation

If a trial period is unsuccessful, the recruiting manager may offer the post to another 'affected' employee who applied for the post and following interview was found to be suitable. If there are no other suitable 'affected' employees, the post will be filled using the Council's normal recruitment procedure.

9. PROTECTION OF EARNINGS

9.1 Introduction

Lancaster City Council recognises that a redeployment policy and procedure benefit both the Authority and its employees by providing a greater sense of job security in times of uncertainty and thereby improving staff morale. The Council has stated its intention to make every effort to assist employees who face compulsory redeployment. In order to facilitate the movement of staff facing compulsory redeployment into alternative establishment posts, a degree of protection of earnings will apply to employees who find themselves disadvantaged as a result of accepting redeployment as the only reasonable alternative to compulsory redundancy.

As the service with redundancy situation will be avoiding the costs of redundancy then the originating service will bear the redeployment costs.

9.2 Purpose of Protection of Earnings

It is intended that this policy will provide:

- A secure and settled period during which employment more in line with the employee's abilities and former earnings potential may be sought by the employee.
- Some protection over a reasonable period to cushion the employee from the effects of job loss and loss of earnings;
- This is directed at easing the change rather than exempting staff from it.

9.3 Application

A protection arrangement will apply to employees of the Council who are redeployed under this Policy into a post in which the maximum rate of pay is lower than their existing rate of pay (or their protected pay under Fair Pay). Contractual earnings only will be taken into account in calculating an employee's existing rate of pay. **During a formal trial period for any job an employee will continue to be paid the rate of pay attached to his/her former post.**

On confirmation of the redeployment the employee's salary will be 'frozen' (pay awards will not be applied to the "frozen" salary).

If the employee's salary is more than 4 incremental points above the maximum of the new post, pay protection will be based only on a "frozen" salary 4 incremental points above the maximum of the new post.

The following protection arrangements will apply:

Year One

The protected rate of pay will be paid for a twelve month period from the formal start date following the trial period and as set out in the redeployment letter from HR.

Year Two

Fifty per cent of the difference between the protected rate of pay and the maximum salary of the new post will continue to be paid for a further twelve months.

Year Three

Twenty-five per cent of the difference between the protected rate of pay and the maximum salary of the new post will continue to be paid for a period of twelve months.

(The protection in years two and three will not apply if the maximum salary attached to the new post has overtaken the protected rate of pay).

Year Four

On completion of three years in the new post the employee will revert to the rate of pay of the post into which he/she has been redeployed, at the relevant scale point. The provisions of this policy in respect of protection of earnings will apply until:

- a period of three years has elapsed; or
- the contractual earnings of the new post exceed the protected earnings; or
- the employee is appointed to a post in which contractual earnings equal or exceed the protected earnings salary; or
- the employee moves as a result of their own application to a post carrying a lower earnings level; or
- the employee is offered but declines to accept a suitable permanent post within the Authority at or above the protected level; or
- if for any reason the employee leaves the service of the Council, whichever is the soonest

10 PROMOTION OR REGRADING DURING PROTECTION PERIOD

If an employee is promoted or regraded during the protection period, he/she will continue to receive the protected rate of pay until the end of the protection period unless the new rate of pay is higher than the protected rate of pay, in which case the new rate of pay will apply.

11. FURTHER REDEPLOYMENT DURING THE PROTECTION PERIOD

If during the protection period, the post into which an employee has been redeployed is itself at risk of being deleted, the terms of this Policy will apply, and if a further redeployment is offered, protection will be based on the employee's pay at that time.

12. PROTECTION OF OTHER TERMS AND CONDITIONS

This policy is intended to provide a protection arrangement against **loss of contractual earnings and financial loss**. It will not normally be the policy of the Council to protect other terms, conditions and benefits attached to an employee's former post. Where withdrawal of other benefits is appropriate, contractual notice of the changes to take effect will be given to the employee concerned.

12.1 Annual Leave

Where the redeployed post carries a lower level of leave entitlement that lower level of entitlement will only come into effect on the 1st April following the effective date of the redeployment.

13. APPEALS

1. Appeals arising from the implementation of the protection of earnings section of this policy will be dealt with in accordance with the Council's Grievance Procedure, within which the decision of the Personnel Committee is final.
2. Appeals arising from the termination of employment of employees will be dealt with in accordance with the Council's Disciplinary Procedure for the time being in force.

14. REDEPLOYMENT ON GROUNDS OTHER THAN REDUNDANCY

There may be occasions when redeployment will be considered on grounds other than redundancy. These generally fall into two categories.

- 14.1 Employees who become disabled during their employment and are unable to continue to work in their current post. A manager must first try to make any reasonable adjustments to enable the employee to remain in the existing post before considering redeployment.
- 14.2 Employees who, due to reasons of capability, are unsuitable to continue in their existing role. In these instances redeployment may be considered as an alternative to dismissal.

Not all aspects of this policy are applicable to employees in these categories

They are also covered in other HR policies such as Capability, Sickness Absence Management and Disability. Managers should take advice from HR to ensure that the correct procedures are applied.



Early Termination of Employment Policy and Arrangements

1. Introduction

- 1.1 This Policy sets out the Council's approach to the early termination of an employee's contract of employment. For the purposes of this Policy, termination occurs where an employee's employment ceases as a result of actions taken by the Council or in response to a request made by an individual employee.
- 1.2 This policy has been developed with due consideration given to the requirements of:
 - Local Government (Early Termination of Employment Discretionary Compensation) (England and Wales) Regulations 2006.
 - Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007
 - Local Government Pension Scheme (Admin) Regulations 2008 (regulation 66).
 - The Local Government Pension Scheme Regulations 2013
- 1.3 In formulating this Policy, the Council has given consideration to the extent to which it may exercise its discretionary powers, with appropriate safeguards to prevent a serious loss of confidence in the public service, and has satisfied itself that the policy is workable, affordable and reasonable having regard to the foreseeable costs.
- 1.4 The Council's view is that in relation to the early termination of employment this action should be seen as an exception rather than a norm, although it recognises that there may be circumstances where early termination of employment is unavoidable, and circumstances where early termination may benefit the Council and be acceptable to the employee.

2 Resignation

- 2.1 An employee of the Council may exercise their contractual right to resign at any time by giving proper notice under the contract of employment. Once a lawful resignation has been given it cannot be withdrawn other than with the Council's express permission or where the resignation came in the heat of the moment and was retracted quickly.

3 Retirement (Local Government Pension Scheme Membership)

- 3.1 The normal retirement age for Local Government Pension Scheme members is now aligned to the employee's individual State Pension Age (normal retirement age). If an employee intends to leave the Council's employment at normal retirement age, they are required to notify the Council of their intention to retire in line with their required contractual notice period. When a member reaches normal retirement age, an immediate pension becomes payable once the employee has left employment.
- 3.2 A member of the LGPS may retire before normal retirement age, but may be subject to reduction to their pension benefits (see early retirement section).
- 3.3 Employees will continue to accrue service-related benefits after their normal retirement age as long as they remain in employment with an organisation that is a member of the LGPS.

However, regulation 17(4) of the LGPS Benefit Regulations requires that a scheme member's pension must come into payment no later than the day before the member's 75th birthday.

4 Early Retirement with Reduced Pension Summary

- 4.1 Under LGPS Regulations, on leaving employment, employees can elect to receive their pension benefits from age 55, provided that they have at least 3 months membership of the pension scheme.
- 4.2 From age 55 employees can access their pension benefits without the Council's consent.
- 4.3 If the employee elects to receive their benefits before their normal retirement date the benefits will be reduced, to reflect the costs of the pension coming into payment early, subject to any transitional protection arrangements that may be applicable.
- 4.4 An employee considering early retirement can obtain detailed advice from "Your Pension Service";
 - by telephone on 0300 323 0260, or
 - by email to Askpensions@localpensionspartnership.org.uk

5 Ill-Health Retirement

- 5.1 If, due to an employee's ongoing ill health, the Council has no alternative but to terminate an employee's contract of employment, he / she may request Ill Health Retirement, under the provisions of the Local Government Pension Scheme. In all cases the Council will follow the procedures defined by the LGPS regulations.

6 Redundancy

- 6.1 Under s.139 of the Employment Rights Act 1996, an employee is dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to:
 - The fact that the employer has ceased or intends to cease to carry on the business for the purposes for which the employee was employed, or to carry on that business in the place where the employee was so employed, or
 - The fact that the requirements of the business for employees to carry out work of a particular kind, or for employees to carry out work of a particular kind, in the place where the employee was employed by the employer, have ceased or diminished or are expected to cease or diminish.
- 6.2 The Council recognises that, on occasion, policy decisions will necessitate a reduction in the number of its employees below a level that can be achieved through natural turnover. In such circumstances, the Council will take all reasonable steps to avoid compulsory redundancy. The Council's Redeployment Policy is particularly relevant in this respect and should be read together with this Policy.

7 Redundancy Pay

- 7.1 Regardless of whether an employee is entitled to receive their pension or not, they are entitled to receive a compensatory lump sum payment in cases of redundancy, where they meet the statutory arrangements for a redundancy payment.
- 7.2 Under the Employment Rights Act 1996, an employee dismissed due to redundancy after having completed at least two years' continuous service with an employer is entitled to a

redundancy payment.

8 Statutory Redundancy Pay Calculations

8.1 The Employment Rights Act 1996, section 162 sets out how a redundancy payment is calculated. In summary this is:

- half a week's pay for each year of employment up to the age of 21
- one week's pay for each year of employment in which the employee was aged between 22 and 40; and
- one and a half weeks' pay for each year of employment in which the employee was aged 41 or over.

The maximum number of years of employment that can be taken into account is 20. The maximum weeks' pay is a statutory calculation, that is increased annually in line with the Retail Prices Index (RPI), under the automatic indexation provisions of the Employment Relations Act 1999.

8.2 The Council will calculate the redundancy pay for an employee, subject to compulsory redundancy, by using the national statutory formula. Any compulsory redundancy payment will be capped at the statutory maximum applicable at the time of dismissal.

9 Calculation of Continuous Service

9.1 For the purpose of the calculation, continuous employment will be the aggregation of all continuous local government and related employment defined within the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 (as amended).

10 Voluntary Redundancy (VR)

10.1 Under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) (Miscellaneous) Regulations 2006 the Council may:

- calculate redundancy pay on actual weekly pay rather than the statutory amount
- enhance the compensation payment (Redundancy Pay) up to a maximum of 66 weeks

The Council will therefore exercise its discretion in relation to voluntary redundancy (VR) by:

- using the employee's normal weekly pay to calculate a VR compensation payment
- using the statutory formula for the calculation of applicable weeks (as detailed in para 8.1 above)
- capping the maximum VR compensation payment at the statutory maximum redundancy compensation payment multiplied by 2.2.

10.2 The Council will always seek to mitigate the impact of any redundancy situation by endeavouring to redeploy displaced employees to other suitable employment within the Council or by seeking volunteers, before any compulsory redundancies are considered.

10.3 Consultation documentation and communications will identify the posts, which it is proposed will be disestablished as part of any restructure.

- 10.4 The arrangements which relate to a request for volunteers will be set out in the consultation arrangements relating to the relevant change/restructure taking place.
- 10.5 The management and administration of redundancies will be carried out in such a way to ensure there is an objective, fair and non-discriminatory approach in place that is applied consistently to workforce reduction. This includes circumstances where there is a fair selection for voluntary redundancy in an effort to limit compulsory redundancies.
- 10.6 The arrangements below outline the main criteria for VR selection. Managers will define the specific criteria required for the service area in order to release individuals under VR, whilst ensuring limited disruption for the service area and to deliver future Council priorities.

Service Managers and HR must ensure that any volunteer is aware that:

- there is no guarantee that a Voluntary Redundancy will be granted
- business needs of the Council take priority
- volunteers will continue to work until a release date is agreed by their manager.

- 10.7 Consideration will only be given to volunteers for redundancy if this is not detrimental to the Council. The decision to accept applications for voluntary redundancy will be based on the need to ensure that there is a balanced workforce with the requisite skills to meet future business needs.
- 10.8 The terms of the Redeployment Policy will not apply to any employee who applies for VR. Further, an employee who has unsuccessfully sought redeployment in a redundancy situation will not subsequently be eligible to apply for voluntary redundancy.
- 10.9 If an application for voluntary redundancy is granted, the employee will receive an enhanced redundancy payment. This will be calculated using the national statutory redundancy formula, with the statutory maximum figure for weekly pay replaced by the employee's actual weekly pay. The total of this calculations will be multiplied by 2.2 to produce a voluntary redundancy payment.
- 10.10 Any enhanced redundancy pay **will not** exceed the sum of the maximum statutory redundancy pay multiplied by 2.2.

(For example: as at 6 April 2018 this was £15,240 x 2.2 = £33,528).

- 10.11 If an employee accepts voluntary redundancy and therefore benefits from an enhanced redundancy payment, they will not be eligible to appeal against the selection process for voluntary redundancy.

11 Redundancy or Efficiency Terminations - Employees aged 55 and over (Pension Issues)

- 11.1 In addition to the compensation payments specified above, for termination of employment on the grounds of redundancy (or efficiency), employees aged 55 or over, who have at least three months' membership of the Local Government Pension Scheme, will receive immediate payment of an unreduced pension and lump sum based on their accrued contributory service at the date their employment is terminated.

12 Consultation

- 12.1 Before any decisions are taken which may affect the ongoing employment of any employee appropriate consultation will take place with both the affected employee(s) and the relevant trade union(s). The communication during the consultation process is designed to ensure

the Council fully explains how any individual employee and/or groups may be affected and the timescale of any proposed actions.

- 12.2 The Service Manager must be able to demonstrate that the selection for redundancy is made on the basis of objective criteria that is reasonable, fair and consistently applied. Once provisional selections for redundancy have been made, individual consultation with each employee will be arranged. At these meetings each employee has the right to be accompanied by a trade union representative or work colleague.

13 Right of Appeal against selection for Redundancy

- 13.1 As a means of maintaining an open dialogue during a consultation period, there is no provision for an employee who has been provisionally identified as displaced by a restructure to raise a grievance or appeal at this stage, based on the employee's view that they disagree with:
- the proposals which have been developed; or
 - the provisional selection arrangements; or
 - the pool of potentially at risk employees.

For the process of consultation to be meaningful, it is expected that if there are issues to be raised then these would form part of the dialogue between management, affected employees and, where appropriate, their trade union representatives.

- 13.2 However once an employee has been selected for redundancy and has been formally issued with notice of their selection for redundancy, and is therefore facing redeployment or dismissal, they do have the right to appeal the decision. Such appeals will be to the Council's Personnel Committee. The grounds for appeal are either that:
- the employee is dissatisfied with the way in which the Council has applied its redundancy selection criteria;
- Or
- the employee believes that he/she has been unfairly disadvantaged by the selection criteria or not given a fair opportunity to put forward representations.

14 Termination in the Interests of efficiency

- 14.1 Early termination of employment in the interests of the efficient exercise of the Council's functions does not require a redundancy situation to exist, and does not require that a post be deleted from the Council's Establishment. It is impossible to define conclusively "the interests of efficiency". However, this might include circumstances where changes beyond the individual employee's control have led to inefficient discharge of a function, or where the retention of an employee is preventing the introduction of changes in structure or practices that would improve efficiency.
- 14.2 **Early termination on the grounds of efficiency will not be granted as a substitute for disciplinary action, or for action on the grounds of capability where such action would be justified.**
- 14.3 The Council believes that termination in the interests of efficiency will be rare. Generally the Council will not exercise its discretion to pay compensation where employment is terminated early on efficiency grounds. However, individual cases will be considered on their merits.
- 14.4 If compensation is being considered or if there are other capital pension costs arising from the termination, Chief Officers must be able to demonstrate how they intend to make the

required efficiency savings and fund the early termination.

15 Process for applying for Early Termination (Redundancy or Efficiency)

- 15.1 Redundancy (or potential redundancy) situations will be identified initially by Chief Officers and linked to the Council's corporate and business planning arrangements, or other emerging changes in business needs. In doing so, Chief Officers will consult with Human Resources and Financial Services. Potential situations for terminating employment in the interest of efficiency will also be identified in this way.
- 15.2 Subject to Human Resources' confirmation of the situation, and Financial Services' confirmation of the financial implications, Chief Officers will then notify staff affected (or staff potentially affected) as part of a structured consultation process, and where appropriate, seek applications for voluntary termination on the relevant grounds. Wherever possible, volunteers will be sought, rather than resorting to compulsory redundancy.
- 15.3 An employee who is considering the possibility of applying for early termination on either redundancy or efficiency grounds should first speak to the appropriate senior Service Officer, who will speak with the Chief Officer on a confidential basis. The Chief Officer will consult Human Resources and Financial Services as appropriate and a decision will be made as to whether or not the application would be supported in principle.
- 15.4 Employees who are members of a recognised trade union are strongly advised to discuss an application for voluntary redundancy with their trade union representative at an early stage in the procedure.
- 15.5 Employees may also wish to contact Human Resources for information about redundancy/compensatory pay and pension benefits (if appropriate).
- 15.6 Human Resources staff are not able to advise on pension matters and further information regarding pension benefits may be obtained from "Your Pension Service" (at Lancashire County Council), as the administering body. Seeking such information will not commit the employee, and the request or application may be withdrawn by the employee at any stage.
- 15.7 In the event that an employee decides to formalise an application for early termination, whether on grounds of redundancy or efficiency, the request should in the first instance be made in writing to the Chief Officer stating the date on which it is requested that the employment should terminate. A copy of the letter should also be sent to the HR Manager.
- 15.8 All such formal applications, whether they include early payment of pension benefits or not, will be referred to the Chief Executive for consideration.

16 Decision Making

- 16.1 Applications which relate to minor changes to the Council's establishment will be determined under the scheme of delegation by the Chief Executive. Minor changes are considered to be those which affect less than 20 employees. However, the Chief Executive may refer any case, to the Personnel Committee and/or Cabinet for consideration, irrespective of the number of employees affected by the change. Factors affecting this decision may be the type of posts that are disestablished or the potential impact on the way services are delivered following any changes.
- 16.2 All changes that impact on more than 20 employees will be referred to members for consideration.
- 16.3 In reaching a decision to allow an employee to leave the Council on redundancy or efficiency grounds, due consideration must be given to whether the costs can be paid back

within the three year period following termination of employment. Only in exceptional circumstances and where the termination supports the needs of the organisation will approval be given to termination of employment where the pay back period exceeds three years.

17 Re-employment with Lancaster City Council

17.1 Any employee, up to and including Chief Officer, who:

- was dismissed on redundancy grounds, and has received a voluntary (enhanced) redundancy payment, or
- has received any payment in relation to the termination of their employment

may be considered for re-employment by the Council after a period of one calendar year has elapsed since the date of termination of employment.

17.2 If an employee is dismissed on compulsory redundancy grounds he/she may be considered for re-employment to any post within the Council after the minimum statutory period of four weeks has elapsed.

18 State Benefits

18.1 The Council recommends that any employee whose employment with the Council is terminated should request information from the local office of the Department for Work and Pensions about state benefits. Entitlement to any benefits or support may be affected by a number of factors. Individuals are advised to check their own personal position in relation to the claiming of benefit.

19 Other Policies

19.1 This Policy should be read in conjunction with the Council's Redeployment Policy and Flexible Retirement Policy, which are available from Human Resources or accessible via the intranet.

20 Discretionary benefits

20.1 Under the regulations that govern the Local Government Pension Scheme (LGPS) the Council is able to exercise a number of discretions. Full details of how the Council has determined it will exercise any discretions is detailed in the "Statement of Lancaster City Council – Employer Discretions". Further advice and guidance on this matter is available from Human Resources.

21 Review of Policy

21.1 This Policy will be regularly kept under review in the light of operating experience, changes in legislation, and the financial position of the Council. If changes are made to the Policy in so far as it relates to discretionary compensation for the early termination of employment, a statement of the amended policy will be published, which will take effect one month after the date of publication.

21.2 Changes which are required to apply any applicable legislation or regulation will be incorporated into the policy documents at the appropriate time and reported for information to the recognised trade unions and Personnel Committee.

Document Control:

Version No.	Effective date	Reason	Review due
1.0	01.05.2007	New policy agreed by Personnel Committee - 27.03.07	
2.0	30.07.2009	Revisions agreed by Personnel Committee - 30.07.09	
3.0	05.04.2013	Revisions agreed by Personnel Committee - 05.02.13	05.04.2015
4.0	03.03.2015	Revisions agreed by Personnel Committee - 03.02.15	03.03.2017
5.0	02.10.2018	Revisions to be agreed by JCC & Personnel Committee	02.10.2020

PERSONNEL COMMITTEE**Pay Policy Statement 2023/2024
Thursday 9th March****Report of the Head of HR and OD****PURPOSE OF REPORT**

To ask that Personnel Committee consider and recommend to Full Council the Pay Policy Statement for 2023-2024 as required by the Localism Act 2011

This report is public

RECOMMENDATIONS

- (1) **To consider and recommend to Full Council, on 15th March 2023, the Pay Policy Statement 2023-2024**

1.0 Introduction

1.1 Section 38 of the Localism Act 2011 places a requirement on local authorities to publish a Pay Policy Statement by the 31st March each year. This includes the remuneration of its Chief Officers. This Statement must be approved by resolution of Council, and this function may not be delegated.

1.2 The Statement sets out the Council's arrangements relating to:

- the remuneration of its Chief Officers;
- the remuneration of its lowest-paid employees, and
- the relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers.

1.3 The Pay Policy Statement has been prepared in accordance with the requirements of the Localism Act 2011 and having regard to the guidance issued by the Department for Communities and Local Government (DCLG) under Section 40 of the Act.

2.0 Proposal Details

2.1 During the course of the year, if the Authority makes any determination relating to the remuneration or any other terms and conditions of a Chief Officer, it must comply with its Pay Policy Statement

2.2 In addition to updated salary ranges in-line with the most recent pay award, proposed changes of note for 2023/2024 are as follows:

- Section 3 has been updated to reflect the new leadership structure effective 1st April 2023

- Removal of the requirement for Personnel Committee to approve Chief Officer incremental progression following appraisal as per section 5.1. The Council does not currently have a performance-related pay policy. The involvement of Personnel Committee in this could potentially be unlawful given that the JNC terms specifically prohibit any appraisal process being linked to either pay or performance related pay. Appraisals for Chief Officers are carried out by the Chief Executive as Head of Paid Service.
- Removal of previous section 6.1.3 ‘Performance Related Pay’ as incremental progression is not performance-related
- Section 12 ‘Re-Employment of Former Chief Officers’ amended to state: “It is the Council’s policy not to re-employ any chief officer who was previously made redundant from the authority, or later engage them under a contract for service or interim contract except under exceptional circumstances”. This previously stated: “Former Chief Officers who were in receipt of redundancy, or other severance payments, may only be considered for re-employment with the Council (which includes engagement through a contract for services) after a period of 12 months has elapsed since their termination date.”,

This is proposed in conjunction with a change to the Early Termination of Employment Policy & Arrangement.

4.0 Conclusion

4.1 Members are asked to consider and recommend the 2023-2024 Pay Policy to Full Council.

<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):</p> <p>No notable impact.</p>
<p>LEGAL IMPLICATIONS</p> <p>The Council has a statutory obligation, pursuant to s38 of the Localism Act 2011 to approve annually a Pay Policy Statement.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>No financial implications.</p>
<p>OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces</p> <p>There are no resource implications arising from this report.</p>
<p>SECTION 151 OFFICER’S COMMENTS</p> <p>The Section 151 Officer has been consulted and has no comments.</p>
<p>MONITORING OFFICER’S COMMENTS</p>

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

2023-2024 Pay Policy
2022-2023 Pay Policy
JNC Conditions of Service Handbook

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JOINT NEGOTIATING COMMITTEE
for
LOCAL AUTHORITY CHIEF OFFICERS

CONDITIONS OF SERVICE
HANDBOOK

UPDATED 8 August 2017

Employers' Secretary:	Officers' Side Secretary:
<p>NAOMI COOKE Local Government Association 18 Smith Square London SW1P 3HZ</p> <p>Tel: 020 7187 7373 email: info@local.gov.uk</p>	<p>REHANA AZAM GMB Mary Turner House 22 Stephenson Way London NW1 2HD</p> <p>Tel: 020 7391 6700 email: info@gmb.org.uk</p>

The Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities is the national negotiating body for the pay and conditions of service of chief officers in England and Wales.

The Authorities' Side consists of elected members nominated by the Local Government Association and the Welsh Local Government Association. The Staff Side consists representatives of GMB and UNISON.

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NB: All hyperlinks and email addresses contained in this Agreement are correct at the time of publication. Please notify the Joint Secretaries of any discrepancies by emailing them at the addresses shown on the cover page.

PART 1 - CONSTITUTION

TITLE

- 1 The Committee shall be known as the Joint Negotiating Committee for Chief Officers of Local Authorities (hereinafter referred to as “the Committee”).

SCOPE

- 2 The Committee shall have within their scope any officer of a local authority in England and Wales who
 - a is a chief officer designated by the employing authority as the administrative and executive head
 - either i* of a separate department
 - or ii* of a particular function or servicewhich in either case is regarded by the authority as important in relation to the total activities of the authority;
or
 - b is designated by the authority as a recognised deputy to any chief officer covered by (a) above including an officer of deputy status but whose post may carry a different title.

MEMBERSHIP

- 3 The Committee shall consist of 36 members, appointed as follows:-

Representing local authorities:

Local Government Association	9
Welsh Local Government Association	1

Representing officers:

GMB	23
Unison	3

- 4 If any of the organisations named in paragraph 3 hereof fail to appoint the number of representatives provided for by the Constitution, such failure to appoint shall not vitiate the decisions of the Committee always providing the quorum referred to in paragraph 13 is met. In the event of any member of the Committee or any sub-committee thereof being unable to attend any meeting of the Committee or of the sub-

committee, as the case may be, the organisation represented by such member shall be entitled to appoint another representative to attend and vote in his/her place.

- 5 A member of the Committee shall automatically retire on ceasing to be a member of the organisation which he/she represents.
- 6 On the occurrence of a casual vacancy, a new member shall be appointed by the organisation in whose representation the vacancy occurs and shall sit until the end of the period for which his/her predecessor was appointed.

FUNCTIONS

- 7 The functions of the Committee shall be to secure the largest possible measure of joint action in respect of the salaries and service conditions of officers within the scope of the Committee; and to seek to resolve any differences between a local authority and its officers which may be referred to the Committee, in accordance with procedures to be determined by the committee from time to time.

PROCEDURE

- 8 **Sub-Committees** The Committee may appoint from their own members such sub-committees as they may consider necessary and with such authorities as they may from time to time determine. The reports of all sub-committees shall be submitted to the full Committee.
- 9 **Chair and Vice-Chair** The Committee shall appoint annually a Chair and Vice-Chair. When the Chair is a member of the Authorities' Side, the Vice-Chair shall be appointed from the Officers' Side and vice versa. The Chair shall be held in alternate years by a member of the Authorities' Side and a member of the Officers' Side. The Chair, or in his/her absence, the Vice-Chair, shall preside at all meetings of the Committee. In the absence of both the Chair and Vice-Chair at any meeting, a chair shall be elected to preside. In no case shall a Chair have a second or casting vote.
- 10 **Officers** The Committee shall appoint joint secretaries and a treasurer.
- 11 **Meetings** Meetings of the Committee shall be held as often as may be necessary, and the Chair shall call a special meeting if so requested by one-third of either side of the Committee. The notice summoning any special meeting shall state the nature of the business proposed to be transacted thereat, and no other matters shall be discussed. A special meeting shall take place within fourteen days after the request has been received.

- 12 **Voting** Voting in the Committee and in sub-committees shall be by show of hands or otherwise as the Committee or sub-committee, as the case may be, shall determine. No resolution shall be regarded as carried unless it has been approved by a majority of the members entitled to vote present on each side of the Committee or sub-committee, as the case may be.
- 13 **Quorum** The quorum of the Committee shall be 10, consisting of 4 representatives of local authorities and 6 of the officers. In the absence of a quorum the Chair shall vacate the chair, and the business then under consideration shall be the first business to be discussed either at the next ordinary meeting or at a further special meeting to be held within fourteen days after the date fixed for the first special meeting, as the case may be. The quorum of a sub-committee shall, subject to any directions given by the Committee, be determined by the sub-committee.
- 14 **Notices of meetings** All notices of meetings of the Committee and of any sub-committee thereof shall be sent to the respective members at least seven clear days before the date of the meeting.

FINANCE

- 15 The expenses of the Committee, excluding any necessary travelling or subsistence expenses incurred by the members, shall be shared equally by the two sides.

ARBITRATION

- 16 In the event of a dispute over terms and conditions of employment arising between the two sides of the Committee on any matter of general application to staff or of application to particular classes of staff, the dispute shall, at the request of either side, be reported to the Advisory, Conciliation and Arbitration Service by the Joint Secretaries with a request that the matter be referred for settlement by arbitration. The arbitration award shall be accepted by the two sides, and shall be treated as though it were an agreement between the two sides.

AMENDMENTS TO CONSTITUTION

- 17 Alterations in the Constitution of the Committee shall be made as follows:
 - a in paragraph 3 of this Constitution any change to the organisations represented on each Side, shall be a matter for each Side to determine.
 - b all other clauses can only be changed with the assent of both Sides.

PART 2 – CONDITIONS OF SERVICE

1. APPLICATION OF TERMS AND CONDITIONS GENERALLY

A chief officer shall enjoy terms and conditions in other respects not less favourable than those accorded to other employees of the local authority. Where terms and conditions are not specified locally, 'Green Book' provisions shall apply. Such terms and conditions may include:

Adoption Scheme
Car Allowances
Continuous Service
Grievance
Health, Safety & Welfare
Maternity / Paternity Scheme
Reimbursement of Expenditure
Sickness Scheme
Training & Development

2. QUESTIONS OF INTERPRETATION

Any questions concerning the interpretation of the paragraphs of this booklet shall be referred to the Joint Secretaries who if necessary, may agree to refer it to the Joint Negotiating Committee for determination.

3. PERIODS OF NOTICE TO TERMINATE EMPLOYMENT

The period of notice on either side will normally be three months, but this can be changed by mutual agreement.

4. ANNUAL LEAVE

The chief officer shall be entitled to a minimum of 30 days' annual leave (in addition to statutory and other public holidays but inclusive of any long service leave, extra statutory and local holidays). In exceptional circumstances and by mutual agreement annual leave may be carried forward to the next leave year.

5. HONORARIUM PAYMENTS

A local authority may consider granting an honorarium (of an amount dependent upon the circumstances of each case) to an officer within purview of this Committee who performs duties outside the scope of his/her post over an extended period.

6. RELOCATION EXPENSES

In the case of officers being relocated it is the practice of some authorities to contribute towards the approved costs of removal

expenses and of other incidental expenses reasonably attributable to the removal; it would be in the best interests of local government and facilitate movement of officers if this practice were more widely followed.

7. SETTING REMUNERATION LEVELS

- 7.1 The Localism Act 2011 requires local authorities to produce and publish a pay policy statement. According to the Act and statutory guidance published in 2012 and 2013, the statement should include the local authority's policy on specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency arrangements. It should also set out the approach to be adopted towards pay dispersion, (i.e. differentials). In addition, the Local Government Transparency Code 2015 requires local authorities to publish the differential between the taxable benefits of senior managers and the median taxable earnings figure for the local authority's whole workforce, and details of senior employee salaries (above £50,000), names (with the option for individuals to refuse to consent for their name to be published), job descriptions, responsibilities, budgets and numbers of staff.
- 7.2 In this context it is essential for good governance that local authorities can demonstrate that decisions on pay and reward packages for chief officers have been made in an open and accountable way.
- 7.3 One option is for a local authority to establish a remuneration committee. The establishment of a remuneration committee is of course optional and different models may well suit individual authorities. What is clear though is that more than lip service must be paid to the notion of providing a verifiable and accountable process for recommending the remuneration level of the most highly-paid officials.
- 7.4 The issues that local authorities will need to consider if they set up such a committee are set out at **Appendix 3** of the JNC Conditions of Service Handbook for local authority Chief Executives.

8. PERFORMANCE APPRAISAL

- 8.1 Chief officers' responsibilities and accountabilities should be set out in writing at the appointment stage. Where this has not been done at the appointment stage it should be agreed with the individual officer concerned prior to the implementation of the performance appraisal scheme. Subsequently, there should be an annual process of performance appraisal linked to those responsibilities and accountabilities.
- 8.2 The performance appraisal process is separate from any scheme relating to either pay or performance related pay.

- 8.3 The performance appraisal process should involve the setting of both general and specific objectives for the year ahead and the review of performance in achieving previously set objectives. The focus of the process should be on clarifying what the chief officer will be expected to achieve and on identifying any continuing personal development needs to maintain a high level of performance.
- 8.4 The authority will provide training for all parties involved in the process, including elected members if involved.
- 8.5 The setting of objectives should be by consensus between the chief officer and his/her line manager, and/or the chief executive, and if desired an appropriate elected member. The result of the performance appraisal process will be to identify agreed objectives that are relevant and challenging but achievable and realistic in the light of available resources and time. (Joint Secretaries guidance on appraisal of chief officers is set out in full at **Annex 1**)

9. RESTRICTIONS ON RE-EMPLOYMENT

- 9.1 After termination of the chief officer's employment he/she:
 - a will not divulge any information to any third party which is confidential to the authority.
 - b will not, without the consent of the authority, which will not unreasonably be withheld, within a period of 12 months take up employment with or provide services for reward to any body:
 - i if during the chief officer's last two years of employment with the authority the officer has been directly involved in transactions with that body for which the offer of employment or provision of services could reasonably be regarded as a reward
 - ii which is likely to benefit from commercially sensitive information which is known to the chief officer by virtue of his/her past employment by the authority.
- 9.2 These provisions would not apply if the termination of employment with the local authority arose as the result of redundancy or the externalisation of work and consequent transfer to a new employer.

10. SALARY

The salary paid to a chief officer will be that determined by the employing local authority. Salaries shall be deemed to be inclusive, and all other fees and emoluments, unless they are covered by **Paragraph 11** or the authority expressly agrees that they shall be

retained by the officer, shall be paid by the officer into the local authority's accounts.

11. RETURNING OFFICER FEES

The chief officer shall be entitled to receive and retain the personal fees arising from such of the duties of returning officer, acting returning officer, deputy returning officer or deputy acting returning officer and similar positions as he or she performs subject to the payment of pension contributions thereon, where appropriate, unless a specific term has been included in the chief officer's contract referring to alternative arrangements.

12. OFFICIAL CONDUCT

- 12.1 The public is entitled to demand of a local government officer conduct of the highest standard.
- 12.2 An officer's off-duty hours are his/her personal concern but he/she should not subordinate his/her duty to his/her private interests nor put himself/herself in a position where his/her duty and his/her private interests conflict, or where public confidence in the conduct of the authority's business would be weakened.
- 12.3 Officers within purview of this Committee shall devote their whole-time service to the work of the local authority and shall not engage in any other business or take up any other additional appointment without the express consent of the local authority.
- 12.4 An officer shall not be required to advise any political group of the local authority, either as to the work of the group or as to the work of the local authority, neither shall he/she be required to attend any meetings of any political group. This shall be without prejudice to any arrangements to the contrary which may be made in agreement with any officer and which includes adequate safeguards to preserve the political neutrality of the officer in relation to the affairs of the local authority.
- 12.5 No officer shall communicate to the public the proceedings of any committee meeting nor the contents of any document relating to the authority which in either case is regarded by the authority as confidential unless required by law or expressly authorised to do so.
- 12.6 If it comes to the knowledge of an officer that a contract in which he/she has any pecuniary interest, whether direct or indirect (not being a contract to which he/she is himself/herself a party), has been or is proposed to be, entered into by the authority, he/she shall, as soon as practicable, given notice in writing to the chief executive of the authority of the fact that he/she is interested therein. (Attention is

drawn to the provisions of the Local Government Act 1972 Section117).

- 12.7 Information concerning an officer's private affairs shall not be supplied to any person unless the consent of such officer is first obtained.

PART 3 - DISCIPLINE, CAPABILITY AND REDUNDANCY

1. SPECIFIC STATUTORY OFFICERS

- 1.1 Where disciplinary action against the Monitoring Officer or s151 Officer or, in Wales, the Head of Democratic Services is contemplated, the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015) in England, and the Local Authorities Standing Orders (Wales) Regulations 2006 in Wales, provide a degree of protection for these officers against unwarranted political interference in their statutory role within local authorities.
- 1.2 **(England)** Paragraph 13 and 13A and Appendix 5A of the Conditions of Service Handbook of the Joint Negotiating Committee for Local Authority Chief Executives, which give effect to these statutory requirements, can be used as a reference guide in circumstances where disciplinary action against the Monitoring Officer or s151 Officer is contemplated.
- 1.3 **(Wales)** Paragraph 13 and 13B and Appendix 5B of the Conditions of Service Handbook of the Joint Negotiating Committee for Local Authority Chief Executives, which give effect to these statutory requirements, can be used as a reference guide in circumstances where disciplinary action against the Head of Democratic Services is contemplated.

2. CHIEF OFFICERS OTHER THAN SPECIFIC STATUTORY OFFICERS

- 2.1 The size and structure of local authorities varies greatly and it is therefore difficult to set out single disciplinary and capability procedures which would fit all authorities. However, authorities will have local procedures to deal with such issues.
- 2.2 In general, informal conciliation is to be preferred to formal disciplinary and capability procedures if it can bring about a mutually agreed solution to the problems that have arisen. Such solutions should make it clear what specific changes in behaviour and/or performance are expected and within what timescales. However, provision is required to undertake more formal action where necessary.
- 2.3 The principles of natural justice and good management practice must govern the conduct of any proceedings against a chief officer on the grounds of either alleged misconduct (i.e. 'discipline') or an alleged inability to carry out their role (i.e. 'capability'). Authorities should have full regard to the principles and standards set out in the ACAS Code of Practice on Disciplinary Procedures.

- 2.4 A particular consideration for Chief Officers is that the procedures must take account of an officer's position in the hierarchy when determining who conducts investigations, undertakes disciplinary/capability hearings taking any appropriate action and who hears appeals. Depending on the structure of the authority and the circumstances of the case these functions should normally be undertaken by officers as appropriate but in some cases may require a committee of members to be involved in hearings or appeals.
- 2.5 Where the chief officer's continuing presence at work compromises an investigation or impairs the efficient exercise of the local authority's functions, the chief officer may (subject to whatever consultation or approval may be required under the authority's standing orders) be suspended from duty. The Council, or appropriate committee or senior officer, acting under delegated powers, may carry out such suspension on full pay. Written notice stating the reasons for any such suspension shall be given at the earliest opportunity possible.
- 2.6 Suspension protocols regarding communication and matters such as annual leave and sickness should be agreed. The necessity for the chief officer to remain suspended should be reviewed at regular intervals and where possible lengthy periods of suspension should be avoided.
- 2.7 In England, where an authority operates a mayor or leader cabinet executive system and as a result of disciplinary proceedings there is a recommendation to dismiss, they should check whether the executive objections procedure set out in schedule 1, part I, paragraph 6 and part II, paragraph 6 of the Local Authorities (Standing Orders) (England) Regulations 2001 applies, and if so ensure it is followed before the chief officer is dismissed.
- 2.8 Where the chief officer in question is a Director of Public Health in England then the authority should ensure that it complies with section 73A of the National Health Act 2006, which provides that before terminating the appointment of its Director of Public Health, a local authority must consult the Secretary of State for Health. Further information on this is available in the Department of Health's guidance, [Directors of Public Health in Local Government: Roles, responsibilities and context](#).
- 2.9 The Joint Secretaries (or their representatives) are available to act in an impartial conciliation role, whether formal or informal if required to do so by the local parties.

3. REDUNDANCY

- 3.1 Employing authorities should consult with any chief officer affected at the earliest possible stage when there is a suggestion that the chief officer's post might be abolished or proposed for abolition.

- 3.2 If after such consultation a proposal is formulated to abolish the chief officer's post, and that is part of a proposal to dismiss 20 or more employees from one establishment within 90 days the procedure of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992, requiring consultation with trade unions, should be followed, the required statutory information being sent to the chief officer and to each independent trade union recognised by the employers for collective bargaining purposes for the chief officer. Where the provisions of the Act do not apply in any event a period of not less than twenty-eight days should be allowed for the individual consultation process. The chief officer and a trade union representative should also be afforded an opportunity of making oral representations to the Committee or Council meeting concerned before a final decision is made.
- 3.3 If following such consultations the authority decide that the post must nevertheless be abolished, the officer should be offered any suitable alternative employment that may be available or which may become available in consequence of the re-organisation giving rise to the abolition of the chief officer's post.
- 3.4 The authority should also bear in mind the possible application of discretionary powers of premature retirement, and permissible enhancement of benefits or redundancy payments, and the possibilities of providing an alternative post or of extending the period of notice to assist the chief officer in finding other employment.
- 3.5 Where the chief officer in question is a Director of Public Health in England then the authority should ensure that it complies with section 73A of the National Health Act 2006, which provides that before terminating the appointment of its Director of Public Health, a local authority must consult the Secretary of State for Health. Further information on this is available in the Department of Health's guidance, [Directors of Public Health in Local Government: Roles, responsibilities and context](#).

JOINT GUIDANCE ON APPRAISAL OF THE CHIEF OFFICER

1. INTRODUCTION

- 1.1 This guidance is intended for use by senior officers, elected members and the chief executive when agreeing a process for appraising the performance of the chief officer. The focus of this process should be on clarifying what the chief officer is expected to achieve and on identifying any continuing developmental needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable.
- 1.2 The process should not become complex. At all times it needs to focus clearly on a few basic issues: what the chief officer's job is; what has been done well; what could have been done better; the major issues over the next year; and what developmental needs the process clearly identifies.

2. RESPONSIBILITY FOR APPRAISAL

- 2.1 The responsibility for appraising a chief officer lies primarily with their line manager and/or chief executive. It is a contractual obligation on the part of both the chief officer and the employing local authority to engage in a regular process of appraisal.
- 2.2 It will be for local decision in the light of local circumstances whether the appraisal should include any input from elected members representing all political groups or by a senior representative or representatives of the controlling group. Whichever approach is adopted, those conducting the appraisal need to bear in mind at all times that the chief officer is employed by the local authority as a whole, not by the controlling group, and is therefore required to serve all of the local authority.

3. AIMS OF APPRAISAL

- To identify and clarify the key objectives, priorities and targets of the local authority and appropriate timescales for their achievement over the next (e.g. twelve) months
- Agree what the chief officer should personally achieve over the next (e.g. twelve) months and identify required standards of performance, in order to help deliver the local authority's key objectives, priorities and targets. Wherever possible standards of performance should be expressed in ways which can be monitored objectively

- Discuss positive achievements over the past (e.g. twelve) months and identify reasons for good performance
- Discuss instances over the past (e.g. twelve) months where targets have not been met, identifying the factors preventing the achievements of agreed goals
- Discuss developmental requirements. The chief officer will have strengths and weaknesses and the parties should identify the professional development necessary to equip the chief officer with the requisite skills to meet the local authority's objectives. The parties should be proactive and anticipate future developmental needs in the context of the local authority's changing priorities. This discussion could lead to the design of a formal programme of continuous professional development (CPD). Equally this discussion may lead to agreement on changes to the working relationship between the chief officer and the chief executive. It should not be assumed that it is only the chief officer who may need to adjust his / her approach to the working relationship

3.1 Appraisal should be set in the context of the local authority's objectives, priorities and targets, generally expressed in corporate plans. Appraisal targets when taken as a whole should be related to agreed targets for the local authority as a whole.

4. THE APPRAISAL CYCLE

Appraisal should take place on a predetermined date, **at least annually**, backed up by regular monitoring meetings at which targets can be reviewed for continuing relevance. A formal system of appraisal should not prevent the continuous review of progress and performance.

5. KEY ELEMENTS OF THE APPRAISAL PROCESS

- Continuous two-way monitoring of performance against objectives
- Preparation for an appraisal interview
- An appraisal interview where recent and current performance, future objectives and development needs are discussed
- Agreement on action required from either party to ensure required performance is achievable
- A continuing process of informal discussion regarding performance

6. THE APPRAISAL INTERVIEW AND AFTERWARDS

- Both parties should be well informed and prepared for the interview
- The process should be two-way
- The interview should be free from interruptions, and notes should be taken when necessary
- The parties should concentrate as far as possible on established facts rather than unsubstantiated opinions
- Targets which are realistic and capable of being monitored should be agreed
- Any agreed personal development plans should be implemented within the agreed timescale
- The chief officer should be given a reasonable opportunity to correct any shortfalls in performance
- A date for the next review should be agreed

7. OTHER MATTERS

The detailed content of appraisal interviews should normally be treated as confidential to the participants, unless both parties agree that it would be helpful for the targets agreed for the ensuing period to be shared more widely. However, it may be useful to report to an appropriate committee meeting that an appraisal interview has taken place.

Lancaster City Council Pay Policy Statement 2022-23

1. Introduction and Purpose

- 1.1 In accordance with the requirements of Section 38 of the Localism Act 2011, this Pay Policy statement has been produced to reflect the Council's approach to pay policy for the year 2021/2022.
- 1.2 This statement sets out the Council's policies in relation to the remuneration of our Chief Officers and all other employees. It also clarifies the relationship between Chief Officer remuneration and the remuneration of our lowest paid employees.
- 1.3 The purpose of this statement is to demonstrate transparency with regard to setting the pay of Council employees.

2. Setting Terms and Conditions

- 2.1 The Council's Chief Officers, including the Chief Executive, are employed under the nationally agreed Joint Negotiating Committee (JNC) terms and conditions. All other employees are employed under the nationally agreed National Joint Council (NJC) terms and conditions.
- 2.2 Pay increases relating to cost of living are agreed nationally by the NJC and JNC negotiating bodies.

3. Definitions of Chief Officers within Lancaster City Council

- 3.1 Chief Officers (in senior positions) within this Council are currently defined as the Chief Executive, and:
 - Director for Communities and the Environment
 - Director of Corporate Services
 - Director for Economic Growth and Regeneration
 - Deputy Director for Communities and the Environment
 - Chief Finance Officer (S151)
 - Monitoring Officer
- 3.2 In addition to the above, the Council has a number of posts which may fall into the wider statutory definition of Chief Officer posts via reporting lines, although they are not designated as such within this Council. These other posts are as follows
 - Head of Community Involvement & Leisure
 - Head of Democratic Services
 - Head of Economic Development
 - Head of Financial Services
 - Head of Housing
 - Head of HR
 - Head of ICT
 - Head of Legal Services
 - Head of Planning & Place
 - Head of Property, Investment & Regeneration
 - Head of Public Protection
 - Head of Public Realm
- 3.3 All the posts named at 3.2 have been evaluated to fall into a pay grade which currently starts from £53,633 up to a maximum pay point of £67,296 (Grade 14). The terms of service for these posts are governed by the National Joint Council for Local Government National Agreement on Terms and Conditions of Service (the NJC Green Book) and accordance with the pay and grading structure introduced in 2020.

- 3.4 The Monitoring Officer role attached to the Head of Legal Services role, and 151 Officer role attached to the Head of Financial Services post are paid an Allowance. For 2022/23 onwards to ensure that appropriate skills, capacity and resilience arrangements are in place an allowance of £9,000 is made for the Monitoring Officer and 151 Officer roles and an allowance of £6,000 is made to be divided up and awarded pro rata to Deputies carrying out these statutory functions (e.g. 1 deputy for each role would attract £6,000, 2 Deputies £3,000 each). Note, where the statutory function is carried out by a Director or Deputy Director of the Authority, it is expected that the existing roles are remunerated at a sufficient level to accommodate the Allowance and no further payment would be made.

4. Remuneration of the Chief Executive

- 4.1 The post of Chief Executive (which also acts as Head of Paid Service) has been paid on a fixed salary of £118,433 as at 1 April 2021. The Chief Executive Recruitment Committee has met and set a salary expectation for appointments to this role from 1st April 2022 onwards at £120,000 (plus latest pay award) effective from that date. This was agreed for the Interim Chief Executive post at Council on 23rd February 2022 and will be included in the permanent appointment report to Full Council expected to take place on 16th March 2022.
- 4.2 The Council's Head of Paid Service is appointed for a defined term through to 31 March 2022. This role is incorporated into the Chief Executive post and its remuneration arrangements are described in 4.1.

5. Remuneration of other Chief Officers

- 5.1 The 3 Director roles are paid within a band which starts from £85,102 up to a maximum of £93,611, with the band maximum being set at 10% higher than the minimum. These amounts are inclusive of the 1.5% pay award effective from 1 April 2021. There has not been an agreement of pay award for 2022-2023, therefore the salary will remain the same as 2021, pending any national pay award agreement. These Chief Officers will move up the band through incremental progression, linked to the achievement of objectives, following approval from Personnel Committee. Appraisals will be conducted after the end of the financial year in order to ensure that a whole years' performance is taken into account. A decision whether to award the increment or not will then be applied as a pay adjustment approved by Personnel Committee.

Deputy Directors are paid within a band which starts at £69,145 and has a maximum of £76,060, which again provides for 10% progression. Deputy Directors will move up the band through incremental progression, linked to the achievement of objectives, following approval from Personnel Committee. Appraisals will be conducted after the end of the financial year in order to ensure that a whole years performance is taken into account. A decision whether to award the increment or not will then be applied as a pay adjustment approved by Personnel Committee.

Statutory Chief Officers are remunerated in accordance with their technical expertise and background.

6. Policy on Other Aspects of Chief Officer Remuneration

- 6.1 Aside from 'pay' there are other aspects of Chief Officer remuneration which are outlined below:
- 6.1.1 **Travel and other expenses:** reimbursed through normal Council policies and procedures in the same way for all staff.

- 6.1.2 **Bonuses:** The terms of employment do not provide for the payment of any bonuses.
- 6.1.3 **Performance Related Pay:** There is an element of performance related pay applicable to Chief Officers and the Head of Paid Service, in the form of incremental progression.
- 6.1.4 **Honoraria:** Honoraria payments do not apply to Chief Officer posts.
- 6.1.5 **Severance arrangements (for Chief Officers ceasing to hold office):**

The Council's normal policies in relation to redundancy and early retirement apply to these posts, in line with relevant regulations. Arrangements are the same for all employees of the Council.

Any payments falling outside the provisions above or the relevant periods of notice within the contract of employment shall be subject to formal decision made by Personnel Committee.

- 6.2 There are no provisions for any other increases or additions to Chief Officer remuneration, other than as outlined in this policy.

7. Returning Officer Fees

- 7.1 Fees for Returning Officers and other electoral duties are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda. As these relate to performance and delivery of specific election duties as and when they arise, they are distinct from the process for the determination of pay for Chief Officers.

8 Other Chief Officer Conditions of Service

- 8.1 The other terms and conditions of service are set out in the relevant conditions of service handbooks, as follows:

Chief Executive: The Joint Negotiating Committee for Local Authority Chief Executives – Conditions of Service

All other Chief Officers: The Joint Negotiating Committee for Chief Officers in Local Authorities – Conditions of Service

9. Pension Contributions

- 9.1 For all employees, including Chief Officers, where employees have exercised their right to be a member of the Local Government Pension Scheme, the Council will make contributions to the Pension Fund in line with the Employer contribution rates determined by the Actuary.

10. Recruitment of Chief Officers

- 10.1 The Council's policy and procedures in relation to the recruitment of Chief Officers is set out within the Council's Constitution.
- 10.2 When recruiting for all posts, the Council will take full and proper account of all provisions of employment legislation and its own agreed policies.
- 10.3 The remuneration offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. New appointments for staff up to and including Chief Officers are normally made at the minimum of the grade for the post, although this can be varied if necessary, to ensure the best candidate can be appointed.

10.4 Where the Council is unable to recruit Chief Officers, or there is a need for interim support to provide cover for a substantive Chief Officer post, the Council will, where necessary, consider engaging individuals under a 'contract for service' (rather than them being direct employees of the Council). These will be sourced through a relevant recruitment process, under relevant Officer delegations, ensuring the Council is able to demonstrate the maximum value for money from securing the service.

11. Approval of Salary Packages in Excess of £100K

11.1 Before any offer of appointment is made, the Council will ensure that salary packages in excess of £100,000 will be considered by full Council. This salary package will be defined as base salary, bonuses, fees, routinely payable allowances and any benefits in kind which are due under the contract.

12. Re- Employment of Former Chief Officers

12.1 Former Chief Officers who were in receipt of redundancy, or other severance payments, may only be considered for re-employment with the Council (which includes engagement through a contract for services) after a period of 12 months has elapsed since their termination date.

13. Publication and Access to Information regarding Chief Officer Remuneration

13.1 Upon approval by Council, the Pay Policy Statement will be published on the Council's website. In addition, relevant information will be reported in the Council's annual Statement of Accounts.

14. Payment of Lower Paid Employees within the Council

14.1 The Council uses the NJC negotiated pay spine (i.e. a nationally agreed and defined list of salary points) as the basis for its local pay structure, which determines the salaries for most of its workforce. The Council uses the NJC payspine SCP 3-49. In April 2020 the grades within the payspine were renamed, but the SCP's within them remain the same.

14.2 The Council operates a Job Evaluation Scheme to determine the pay grade for posts below Chief Officer level and uses the Willis Towers Watson Global Grading Scheme.

14.3 The Council ensures that all staff (aside from Apprentices) are paid at least the 'Real Living Wage' rate. Spinal Column Point (SCP) 3 automatically defaults to the Living Wage on 01 April each year and the Council uses this to define its 'lowest paid' employees.

14.4 The Council employs Apprentices who are not considered within the definition of 'lowest paid employees'. They are paid under the separate Apprentice Pay Rates, the highest of which equates to the real Living Wage rate.

14.5 The Council does not have a policy on maintaining a specific pay ratio between its Chief Officers and its lowest paid staff, although it is conscious of the need to ensure that Chief Officer salaries are not excessive.

14.6 The nationally negotiated pay settlements have not yet been made for the JNC, however an interim settlement has been reached. We are ensuring that we are compliant with their requirement for an uplift in Grade 2 (Building Labourer) pay to ensure ongoing compliance with the statutory National Living Wage and are prepared to further review this for relevant grades and salaries once a final settlement is agreed.

15. Pension Contributions

- 15.1 Where employees have exercised their right to join the Local Government Pension Scheme, the Council agrees to contribute to the Scheme at rates set by Actuaries.

16. Payments on Termination

- 16.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers, prior to retirement, is set out within its policy statement and in accordance with:

- Local Government (Early Termination of Employment Discretionary Compensation) (England and Wales) Regulations 2006.
- Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007.
- Local Government Pension Scheme (Admin) Regulations 2008 (regulation 66).
- The Local Government Pension Scheme Regulations 2013.
- The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014.

17. Changes to Pay Policy

- 17.1 Should any amendments be required to this policy during the year, then matters will be reported to the Personnel Committee for consideration, for subsequent referral to Council.

18. Accountability and Decision Making

- 18.1 In accordance with the Constitution of the Council, the Personnel Committee is responsible for developing and reviewing Council policy in respect of human resources, staff and conditions of service and HR matters pertaining to Chief Officers. They also consider and deal with voluntary severance and other personnel or HR matters that are not delegated to officers.

- 18.2 The Chief Executive, in accordance with the Council's constitution, is able to determine Chief Officer applications under the Family Leave Scheme and Flexible Working Hours Scheme. They also deal with disciplinary matters of staff below Chief Officer level and can approve acting up and honorarium payments and severance payments up to £50,000.

- 18.3 Head of Service, in accordance with the Council's scheme of delegation are responsible for personnel or HR matters pertaining below Chief Officer level.

Lancaster City Council Pay Policy Statement 2023-24

1. Introduction and Purpose

- 1.1 In accordance with the requirements of Section 38 of the Localism Act 2011, this Pay Policy statement has been produced to reflect the Council's approach to pay policy for the year 2023/2024.
- 1.2 This statement sets out the Council's policies in relation to the remuneration of our Chief Officers and all other employees. It also clarifies the relationship between Chief Officer remuneration and the remuneration of our lowest paid employees.
- 1.3 The purpose of this statement is to demonstrate transparency with regards to setting the pay of Council employees.

2. Setting Terms and Conditions

- 2.1 The Council's Chief Officers, including the Chief Executive, are employed under the nationally agreed Joint Negotiating Committee (JNC) terms and conditions. All other employees are employed under the nationally agreed National Joint Council (NJC) terms and conditions.
- 2.2 Pay increases relating to cost of living are agreed nationally by the NJC and JNC negotiating bodies.

3. Definitions of Chief Officers within Lancaster City Council

- 3.1 Chief Officers (in senior positions) within this Council are currently defined as the Chief Executive, and:
 - Senior Chief Officer
 - Chief Officer – Resources (S151)
 - Chief Officer – Governance (Monitoring Officer)
 - Chief Officer – People and Policy
 - Chief Officer – Planning and Climate Change
 - Chief Officer – Sustainable Growth
 - Chief Officer – Environment and Place
 - Chief Office – Housing and Property
- 3.2 In addition to the above, the Council has further posts which may fall into the wider statutory definition of Chief Officer posts via reporting lines, although they are not designated as such within this Council. These other posts are as follows
 - Senior Manager – Democratic Services
 - Senior Manager - ICT
 - Senior Manager – Community & Leisure
- 3.3 All the posts named at 3.2 above fall into a pay grade which currently starts from £55,558 up to a maximum pay point of £69,221 (grade 14). The terms of service for these posts are governed by the National Joint Council for Local Government National Agreement on Terms and Conditions of Service (the NJC Green Book) and accordance with the new pay and grading structure 2020.

- 3.4 The Monitoring Officer function attached to the Chief Officer – Governance post, and the Section 151 Officer role attached to the Chief Officer – Resources posts are paid an allowance for this responsibility.

An allowance of £9000 (per annum) is made for the Monitoring Officer and 151 Officer functions. An allowance of £6000 per annum is divided up and awarded pro rata to Deputies carrying out these statutory functions (e.g. 1 Deputy for each role would attract £6000, 2 Deputies £3000).

4. Remuneration of the Chief Executive

- 4.1 The post of Chief Executive (which also acts as Head of Paid Service) was paid on a fixed salary of £123,725 as at 1 April 2022. This currently remains the same in 2023-2024, pending any pay award agreement.

5. Remuneration of other Chief Officers

- 5.1 Chief Officers are paid within a band which starts from £71,070 up to a maximum of £77,985. There has not been an agreement of pay award for 2023/2024, therefore the salary will remain the same as 2022/2023, pending any national pay award agreement.

Statutory Chief Officers are remunerated in accordance with their technical expertise and background

6. Policy on Other Aspects of Chief Officer Remuneration

- 6.1 Aside from 'pay' there are other aspects of Chief Officer remuneration which are outlined below:

6.1.1 **Travel and other expenses:** reimbursed through normal Council policies and procedures in the same way for all staff.

6.1.2 **Bonuses:** The terms of employment do not provide for the payment of any bonuses.

6.1.3 **Honoraria:** through normal Council policies and procedures in the same way for all staff.

6.1.4 **Severance arrangements (for Chief Officers ceasing to hold office):**

The Council's normal policies in relation to redundancy and early retirement apply to these posts, in line with relevant regulations.

Any payments falling outside the provisions above or the relevant periods of notice within the contract of employment shall be subject to formal decision made by Personnel Committee, as per the constitution.

- 6.2 There are no provisions for any other increases or additions to Chief Officer remuneration, other than as outlined in this policy.

7. Returning Officer Fees

- 7.1 Fees for Returning Officers and other electoral duties are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda. As these relate to performance and delivery of specific election duties as and when they arise, they are distinct from the process for the determination of pay for Chief Officers.

8 Other Chief Officer Conditions of Service

- 8.1 The other terms and conditions of service are set out in the relevant conditions of service handbooks, as follows:

Chief Executive: The Joint Negotiating Committee for Local Authority Chief Executives – Conditions of Service

All other Chief Officers: The Joint Negotiating Committee for Chief Officers in Local Authorities – Conditions of Service

9. Pension Contributions

- 9.1 For all employees, including Chief Officers, where employees have exercised their right to be a member of the Local Government Pension Scheme, the Council will make contributions to the Pension Fund in line with the Employer contribution rates determined by the Actuary.

10. Recruitment of Chief Officers

- 10.1 The Council's policy and procedures in relation to the recruitment of Chief Officers is set out within the Council's Constitution.
- 10.2 When recruiting for all posts, the Council will take full and proper account of all provisions of employment legislation and its own agreed policies.
- 10.3 The remuneration offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. New appointments for staff up to and including Chief Officers are normally made at the minimum of the grade for the post, although this can be varied if necessary, to ensure the best candidate can be appointed.
- 10.4 Where the Council is unable to recruit Chief Officers, or there is a need for interim support to provide cover for a substantive Chief Officer post, the Council will, where necessary, consider engaging individuals under a 'contract for service' (rather than them being direct employees of the Council). These will be sourced through a relevant recruitment process, under relevant Officer delegations, ensuring the Council is able to demonstrate the maximum value for money from securing the service.

11. Approval of Salary Packages in Excess of £100K

- 11.1 Before any offer of appointment is made, the Council will ensure that salary packages in excess of £100,000 will be considered by full Council. This salary package will be defined as base salary, bonuses, fees, routinely payable allowances and any benefits in kind which are due under the contract.

12. Re- Employment of Former Chief Officers

- 12.1 It is the Council's policy not to re-employ any chief officer who was previously made redundant from the authority, or later engage them under a contract for service or interim contract except under exceptional circumstances

13. Publication and Access to Information regarding Chief Officer Remuneration

- 13.1 Upon approval by Council, the Pay Policy Statement will be published on the Council's website. In addition, relevant information will be reported in the Council's annual Statement of Accounts.

14. Payment of Lower Paid Employees within the Council

- 14.1 The Council uses the NJC negotiated pay spine (i.e. a nationally agreed and defined list of salary points) as the basis for its local pay structure, which determines the salaries for most of its workforce. The Council uses the NJC payspine SCP 3 - 49.
- 14.2 The Council operates a Job Evaluation Scheme to determine the pay grade for posts and uses the Willis Towers Watson Global Grading Scheme.
- 14.3 The Council ensures that all staff (aside from Apprentices) are paid at least the 'Real Living Wage' rate. Spinal Column Point (SCP) 3 automatically defaults to the Living Wage on 1st April each year and the Council uses this to define its 'lowest paid' employees.
- 14.4 The Council employs Apprentices who are not considered within the definition of 'lowest paid employees'. They are paid under the separate Apprentice Pay Rates, the highest of which equates to the real Living Wage rate.
- 14.5 The Council does not have a policy on maintaining a specific pay ratio between its Chief Officers and its lowest paid staff, although it is conscious of the need to ensure that Chief Officer salaries are not excessive.

15. Pension Contributions

- 15.1 Where employees have exercised their right to join the Local Government Pension Scheme, the Council agrees to contribute to the Scheme at rates set by Actuaries.

16. Payments on Termination

- 16.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers, prior to retirement, is set out within its policy statement and in accordance with:
- Local Government (Early Termination of Employment Discretionary Compensation) (England and Wales) Regulations 2006.
 - Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007.
 - Local Government Pension Scheme (Admin) Regulations 2008 (regulation 66).
 - The Local Government Pension Scheme Regulations 2013.
 - The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014.

17. Changes to Pay Policy

- 17.1 Should any amendments be required to this policy during the year, then matters will be reported to the Personnel Committee for consideration, for subsequent referral to Council.

18. Accountability and Decision Making

- 18.1 In accordance with the Constitution of the Council, Personnel Committee are responsible for decision making in relation to policies for recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

PERSONNEL COMMITTEE

Gender Pay Gap Reporting

9th March 2023

Report of the Head of HR and OD

<p style="text-align: center;">PURPOSE OF REPORT</p> <p>To enable the Committee to consider the Gender Pay Gap report, and the comparison between figures for 2021 and 2022</p> <hr/> <p>This report is public.</p>
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RECOMMENDATIONS

- (1) That Personnel Committee notes the gender pay gap report and the figures provided for 2022.

1.0 Introduction

- 1.1 The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require that organisations with 250 employees or more publish specific figures about their gender pay gap on a snapshot date of 31st March each year.
- 1.2 The Council is due to publish its figures in line with these regulations, and the report is included at Appendix A.
- 1.3 The figures published show both the mean and median pay gaps, which are lower than the national averages. The report also clarifies the reasons why figures are at the level they are, specifying the composition of our workforce at various levels.
- 1.4 The Committee should note that the Council has a set of pay grades, each with its own salary range. All employees carrying out the same job are paid within a specific grade, and all employees within each grade benefit equally from progression within the grade, up to the maximum salary payable. Jobs are allocated to specific grades within the Council using the analytical job evaluation scheme the Council currently uses. Both of these approaches ensure that the Council complies with equal pay legislation.

2.0 2022 Gender Pay Gap figures

- 2.1 Gender Pay Gap figures for 2022 are as follows:
1. Mean Gender Pay Gap 7.8% (compared to 8.23% in 2021)
 2. Median Gender Pay Gap 11% (compared to 9.48% in 2021)
- 2.2 These figures, when compared to the figures for 2021, show that the mean has decreased slightly and the median figure has increased slightly.
- 2.3 It should also be noted for comparative purposes that the 2022 overall national gender pay gap figures are:

1. Mean Gender Pay Gap 8.3% (compared to 7.7% in 2021)
2. Median Gender Pay Gap 11.3% (compared to 11.8% in 2021)

3.0 Analysis

- 3.1 There are a higher proportion of females in our lower quartile of the data reported which impacts on our pay gap figures.
- 3.2 The vast majority (75%) of employees in our in-house cleaning team (Grade 5) are female, and these positions are paid within the lower quartile. This is historically a female dominated profession and attracts a higher proportion of female applicants.
- 3.3 Also in the lower quartile are our apprentice posts 4 out of 5 of which (80%) are also currently occupied by females. Due to the small number of posts no conclusion is drawn from this high percentage. The previous year these were male dominated roles and so there is no trend for these to be filled by females.
- 3.4 A high proportion (59%) of casual roles (Grade 5) such as catering assistants, general assistants (cleaning) and events staff are also occupied by females. Casual roles are known to be largely attractive to females due to often potential caring and childcare responsibilities falling onto females. Our casual roles allow employees to refuse work when offered if they are not available.

4.0 Conclusion

- 4.1 The Council continues to pay its staff in accordance with internal policy and procedure and complies with employment legislation in ensuring pay rates follow the principle of 'equal pay for work of equal value'.
- 4.2 The primary reasons for the Gender Pay Gaps as reported above are the make-up of our workforce. Our lower quartile roles are attracting female applicants due to external circumstances and due to historically roles being female dominated in these areas.
- 4.3 The Council has introduced and embedded a number of practices as business as usual, to support and encourage gender pay equality:
 - Family friendly benefits including childcare vouchers and holiday purchase
 - Agile and flexible working offered at all levels supports work/life balance and caring commitments. Evidence suggests that working from home boosts the career progress of women
 - Consideration of part time / jobs shares in a wide variety of roles
 - The Council is committed to paying the real living wage, supporting those in the lowest graded jobs.
 - Active Women's and Wellbeing and Inclusion networks
 - It is recognised that further work is needed to support career development into leadership roles internally. A leadership development programme, currently in development, will support the Council's aim to be a fully-inclusive employer, where all employees are encouraged and supported to be their best at work and should result in further progression opportunities for employees identified as having the potential for leadership.
 - Future organisational change presents us with an opportunity to ensure that these practices are further embedded in structures in the future.

CONCLUSION OF IMPACT ASSESSMENT

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

There is no impact. Should actions be proposed as a result of this paper, then impact assessments will be carried out in relation to those specific actions.

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

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

There are no resource implications arising from this report. However, should actions be proposed as a result of this report, then it is expected that the Human Resources team would be responsible for progressing those actions, and would need to review capacity when considering timescales alongside other priorities.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments.

BACKGROUND PAPERS

Gender Pay Gap Report paper to be published on the council's website 31st March 2023

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Gender Pay Gap March 2022

Introduction

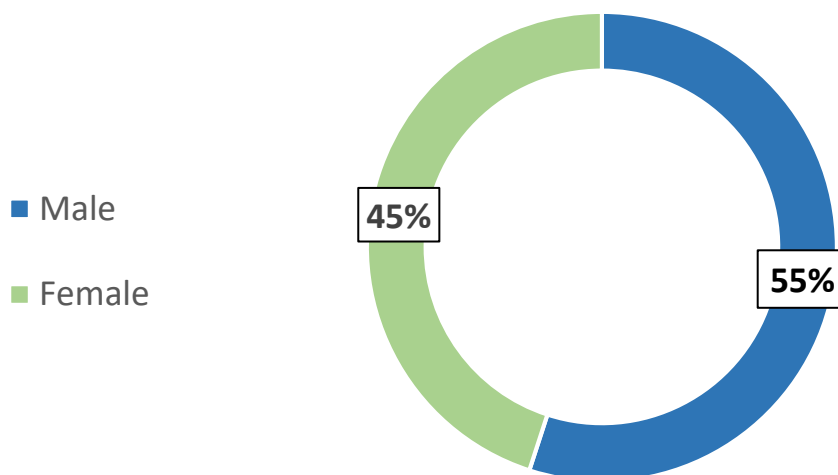
The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require that organisations with 250 employees or more must publish specific figures about their gender pay gap every year on a snapshot date of 31st March. This includes the requirement to base calculations on the ordinary pay for all staff paid on the snapshot date.

Gender Split

On 31st March 2022 our workforce totalled 905 individuals, of which 495 (55%) were male and 410 (45%) were female (all staff have disclosed either as male or female for the purposes of this information).

For the purpose of reporting the gender pay gap, all permanent, temporary and casual employees are included in the total workforce figure.

A positive pay gap indicates that men are paid more, whilst a negative pay gap indicates that women are paid more.



The regulations require us to report on:

Mean Gender Pay Gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full pay relevant employees
Median Gender Pay Gap	The difference between the median hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
Bonus Proportions	The proportions of male and female relevant employees who were paid bonus pay
Quartile Pay Band	The proportions of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

Gender Pay Gap

Year	Mean hourly rate pay gap	Median hourly rate pay gap
2022	7.8%	11%
2021	8.23%	9.48%
2020	-0.44%	2.13%
2019	4.74%	6.59%

Bonus Gender Pay Gap

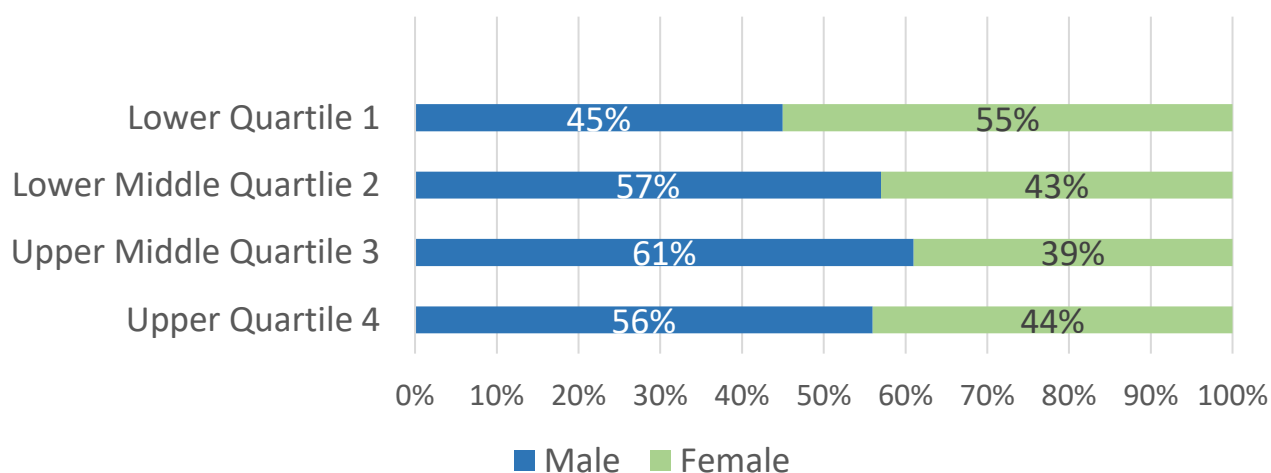
The only payment made by the council that meets the definition of a 'bonus' is a long service award, which is provided through a voucher of up to the value of £150 awarded to employees on completion of 25 years of service.

For the year 2021/22, 10 employees received the long service award all of which were male.

Gender	Percentage of staff in receipt of a bonus
Male	10
Female	0

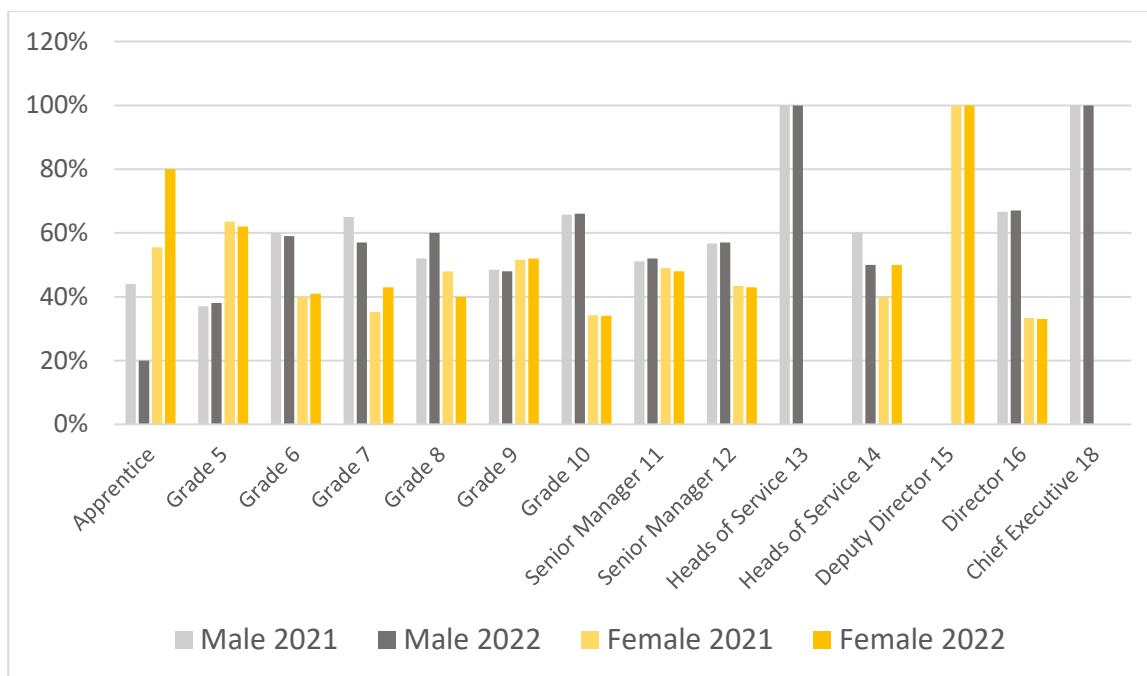
Mean Bonus Gap	0
Median Bonus Gap	0

Quartile Pay Band



The percentage of females in Upper Quartile 4 has remained consistent at 44% for the last few years. The proportion of females in lower pay quartiles has remained steady; a decrease in percentage of females in Lower Middle Quartile 2 from 46% in 2021 to 43% in 2022, but an increase for females in lower quartile 1 of 1% from 54% in 2021 to 55% in 2022. There has been an increase of females in the upper middle quartile 3 from 36% to 39%.

Proportion of Males and Females by Grade



Grade*	Male		Female	
	2021	2022	2021	2022
Apprentice	4	1	5	4
Grade 5	46	47	80	77
Grade 6	152 (2)	149	101 (8)	103
Grade 7	116	80	63	60
Grade 8	65 (1)	100	60 (1)	66
Grade 9	31 (1)	36	33	39
Grade 10	23	21	12	11
Senior Manager 11	24	25	23	23
Senior Manager 12	17	16	13	12
Heads of Service 13	4	4	0	0
Heads of Service 14	6	5	4	5
Deputy Director 15	0	0	1	1
Director 16	2	2	1	1
Chief Executive 18	1	1	0	0

*Figures in brackets indicate where employees are graded outside the council's pay grading system, but within a similar pay band.

Trend Analysis

The data tells us that in 2022 on average males are paid 7.8% (mean figure) more than females, this is a small decrease of 0.43% from the previous year.

The median pay gap however is greater than mean pay gap at 11%, resulting in a slight increase of 1.52% from the previous year.

A comparison of grade bandings and percentage females and males within each band does not indicate a significant change to the weighting of male and female postholders in each band from the previous year 2021.

As was reported in the last financial year the numbers of people employed who are female within Grade 5 are still proportionally higher than those females employed within other grade bandings 62% this year (63% last year). Grade 5 falls within the Councils reported Lower Quartile 1. Also within the Lower Quartile 1 are the councils apprenticeship posts. At the time of data recording the council had 5 apprentices and four of these (80%) were females.

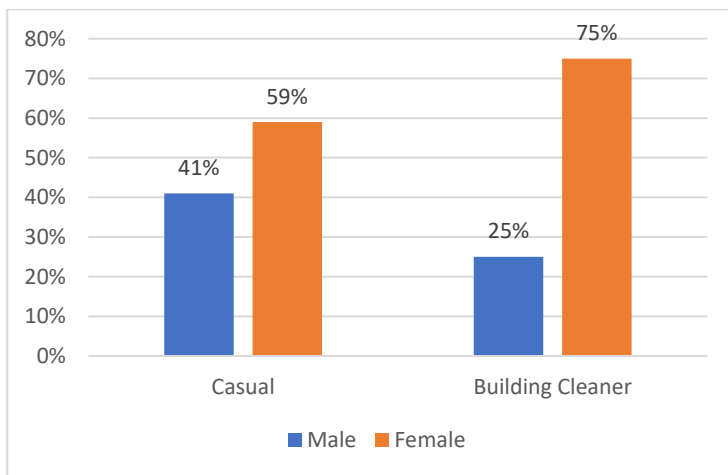
There have been no substantial changes in the other grade bandings in the weighting of male to female postholders year on year.

Lower Quartile 1 Analysis

As reported in 2021, the make-up of our workforce plays a part in the pay gap found, which following analysis is in the majority due to the nature of our lower quartile roles.

A breakdown of roles undertaken within Grade 5 can be shown below by gender.

Grade 5 Analysis



Casual	Male	39	41%
	Female	55	59%
		94	
Building Cleaner	Male	7	25%
	Female	21	75%
		28	

Females occupy 75% of the in-house building cleaning functions posts as well as 59% of our casual positions.

Historically building cleaning has attracted female applicants and has been a female dominated sector. Casual roles also tend to attract female applicants due to their flexible nature working around childcare and other commitments – as reported last year this increased during the pandemic and has remained at this level for this year.