



**Committee:** PEOPLE AND ORGANISATIONAL DEVELOPMENT COMMITTEE

**Date:** THURSDAY, 6<sup>TH</sup> MARCH 2025

**Venue:** LANCASTER TOWN HALL

**Time:** 6.00 P.M.

## A G E N D A

1. **Apologies for absence**

2. **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.

3. **Minutes**

To receive as a correct record the Minutes of meeting held on 28<sup>th</sup> November 2024 (previously circulated).

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

5. **Health and Safety Policy Development and Review** (Pages 3 - 46)

Report of the Senior Corporate Health & Safety Manager.

6. **Pay Policy Statement** (Pages 47 - 68)

Report of the Chief Officer - People and Policy.

7. **Gender Pay Gap Reporting** (Pages 69 - 76)

Report of the Chief Officer - People and Policy.

8. **People Plan - Update Report** (Pages 77 - 87)  
Report of the Organisational Development Manager.
9. **Staff Survey - Update Report** (Pages 88 - 90)  
Report of the Organisational Development Manager.
10. **HR Team - Update** (Pages 91 - 94)  
Report of Senior HR Business Partners.

## **ADMINISTRATIVE ARRANGEMENTS**

### **(i) Membership**

Councillors Prof Chris Harris (Chair), Jason Wood (Vice-Chair), Paul Hart, Caroline Jackson, Sally Maddocks, Margaret Pattison and Paul Stubbins

### **(ii) Substitute Membership**

Councillors Mandy Bannon, Matthew Black, Alan Greenwell, Sue Penney and Sam Riches

### **(iii) Queries regarding this Agenda**

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

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

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

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

Published on Wednesday, 26<sup>th</sup> February 2025.

<b>PEOPLE AND ORGANISATIONAL DEVELOPMENT COMMITTEE</b>
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## HEALTH & SAFETY POLICY DEVELOPMENT REVIEW

**Thursday 6<sup>th</sup> March 2025**

### Report of the Senior Corporate Health and Safety Manager

<b>PURPOSE OF REPORT</b>
To enable the Committee to consider and approve a range of amendments and additions to existing policies and procedures.
This report is public.

#### RECOMMENDATIONS

- (1) That, following consideration of the draft health & safety policies by the Joint Consultative Committee on Thursday 13<sup>th</sup> February 2025, the Committee now approve the new policies referred to in this report.

##### 1.0 Introduction

- 1.1 Following the Health and Safety Corporate Review and appointment of the Senior Corporate Health and Safety Manager, there is an ongoing action to renew all Health and Safety Policies to ensure they are up to date with current Legislation and have sufficient guidance for staff members with specific responsibilities included.
- 1.2 As part of this the proposed following health and safety policies are required:

**LCC HS Policy Statement 2025**  
**LCC HS Policy - Roles and Responsibilities 2025**  
**LCC HS Policy - Systems and Arrangements 2025**  
**LCC Health Safety Strategy 2024 – 2026**  
**LCC Audit Policy**  
**LCC DSE Policy**  
**SG40 LCC Conflict at Work Policy**

- 1.3 These new and updated policies are presented to the Committee for their consideration.

##### 2.0 LCC HS Policy Statement 2025

- 2.1 The Statement was approved for issue following consultation in March 2024 and is to be reviewed annually.

Some changes have been made throughout the statement. Whilst the content was sufficient it felt sharp and abrupt. Whilst the statement of intent needs to be straight to

the point due to the steer we are taking on a culture shift with regards to health and safety it is felt that officers could better relate if there was a sense of empathy.

The original statement identified refuse and construction activities and whilst these are high risk activities there are other high risks present within the organisation, so we have now generalised the statement referring to risks being present which now considers all departments and services.

The commitments have been elaborated on, and we have removed the references made to 'basing health and safety systems in line with HSG65' – the statement objectives satisfy the objectives that the HSG outlines.

- 2.2 The Policy statement has been approved and signed by Mark Davies, Chief Executive Officer and followed further consultation with internal colleagues and Trade Union Colleagues. No comments have been received.

2.3 JCC Comments

The Policy was presented to the Joint Consultative Committee. No further questions or comments were raised by the Committee.

### **3.0 LCC HS Policy - Roles and Responsibilities 2025**

- 3.1 The Policy was approved for issue following consultation in March 2024 and is to be reviewed annually.

The Policy is still very much sufficient in its content and can continue to be effectively implemented across the organisation.

Minor changes were made. These included Chief Officers responsibilities to include the execution of the policy and not just the preparation and includes a responsibility on how to support staff with regards health and safety.

Some wording amendments have been made to Managers responsibilities. The changes include removing what appeared to be a typing error and reworded subordinates to 'those reporting into them'.

- 3.2 This Policy has followed consultation with internal colleagues and Trade Union Colleagues. No comments have been received.

3.3 JCC Comments

The Policy was presented to the Joint Consultative Committee. No further questions or comments were raised by the Committee.

### **4.0 LCC HS Policy - Systems and Arrangements 2025**

- 4.1 The Policy was approved for issue following consultation in March 2024 and is to be reviewed annually.

The Policy is still very much sufficient in its content and can continue to be effectively implemented across the organisation.

Some wording amendments and elaborations have been made along with some inclusions.

Accidents and incidents – It is now documented that the Health and Safety team will report any event to the HSE under RIDDOR. This is in line with the amendments made to the accident reporting policy. The references made to external investigations has been amended to now read as 'further investigation'.

Asbestos – Now includes a section stating that queries are to be raised with the Property Group – Compliance Team.

Competence – References to the Health and Safety Consultant have been removed and elaboration made to the subject matter experts, now including fire, gas, electric and lifts.

DSE – An inclusion has been made to ensure that any actions identified are adequately addressed and resolved in a timely manner.

Electrical - Now includes a section stating that queries are to be raised with the Property Group – Compliance Team.

Emergency Procedures and Planning – Now includes reference to the Resilience and Community Safety team.

Fire – Removed wording that Lancashire County Council complete fire risk assessments. Inclusion that identified actions arising from completed FRA's are included in a planned programme. Removed that a non-technical assessment is undertaken and included that queries are to be raised with the Property Group – Compliance Team.

Gas – Now includes queries are to be raised with the Property Group – Compliance Team.

Information, Instruction and Training – contact details updated to reflect those of Chelsie Gladstone

Additional sections were included to capture 'Visitors' and 'Sources of Information'. Both added sections are titled as such.

- 4.2 This Policy has followed consultation with internal colleagues and Trade Union Colleagues. No comments have been received.

#### 4.3 JCC Comments

The Policy was presented to the Joint Consultative Committee.

It was suggested by the Committee that we include hyperlinks into policies and procedures referenced within this Policy, but it has been decided that at present it is in the best interests of the council not to include to avoid any possibility of broken link chains.

The Committee suggested that we include within the first aid section who is responsible for first aid box checks, this was considered and has been included and now aligns with the first aid policy of being the responsibility of a nominated person.

### 5.0 LCC Health Safety Strategy 2024 – 2026

- 5.1 The strategy was approved for issue following consultation in March 2024 and is to be reviewed annually.

The strategy is still very much sufficient in its content and continues to be effectively implemented across the organisation.

Some minor wording amendments and very brief elaborations have been made during the Policy review.

The frequency of the Health and Safety committee meetings has been amended from monthly to every 2 months. Top Management amended to Senior Management. Section 3.2 elaborated to include the following statement “and other relevant and applicable regulations”

- 5.2 This strategy has followed consultation with internal colleagues and Trade Union Colleagues. No comments have been received.

5.3 JCC Comments

The Policy was presented to the Joint Consultative Committee. No further questions or comments were raised by the Committee.

**6.0 LCC Audit Policy**

- 6.1 The Policy was approved for issue following consultation in February 2024 and was to be reviewed annually. It is now suggested that this Policy is reviewed every other year.

The Policy is still very much sufficient in its content and can be effectively implemented across the organisation.

Some minor wording amendments, exclusions and very brief elaborations have been made during the Policy review.

Approval body requirements has been reworded to Approved Bodies. Trade Union roles and responsibilities have been elaborated on. The removal of quality references of non-conforming products. The types of audits and frequencies across the organisation is now fully reflective within the policy.

- 6.2 This Policy has followed consultation with internal colleagues and Trade Union Colleagues. No comments have been received.

6.3 JCC Comments

The Policy was presented to the Joint Consultative Committee. No further questions or comments were raised by the Committee.

**7.0 LCC DSE Policy**

- 7.1 The Policy was approved for issue following consultation in March 2024 and was to be reviewed annually. It is now suggested that this Policy is reviewed every other year.

Section 3.0 has now been placed into hierarchal order. There have been inclusions with the roles and responsibilities to include **Line Managers** - Where actions are identified ensure that they are adequately addressed and resolved in a timely manner. **The health and safety team** - Undertake and complete Level 2 assessments, providing a report and recommending necessary actions, where required, **Trade Union Representatives** – included full trade union representatives and safety representative’s responsibilities.

- 7.2 This Policy has followed consultation with internal colleagues and Trade Union Colleagues. No comments have been received.

7.3 JCC Comments

The Policy was presented to the Joint Consultative Committee. A repeated word was highlighted within Section 10, this has now been removed.

**8.0 SG40 LCC Conflict at Work Policy**

- 8.1 This is a new corporate Policy that has been developed following incident reporting of conflict at work situations which have been investigated and trends analysed. It is deemed necessary for the development and implementation of such Policy. The Policy has been developed in line with regulations and consultation with customer facing teams.

The purpose of this policy is to minimise the risk of future occurrences to support our customer facing teams in feeling and being safe whilst undertaking their working activities into all aspects of work that the council undertakes.

- 8.2 This Policy has followed consultation with internal colleagues and Trade Union Colleagues. Comments received regarding escalation to the Police and safe retreat. The comments have been reviewed, considered and included.

8.3 JCC Comments

The Policy was presented to the Joint Consultative Committee. The Committee asked the Senior Health and Safety Manager if this policy also needed to include references to elected members. The Committee was informed that this policy can only be applied to council employees and that separate guidance on personal safety for elected members is being presented to Council Business Committee on Thursday 20<sup>th</sup> February 2025.

- 8.4 Note - Council Business Committee reviewed and approved personal safety for elected members guidance document on Thursday 20<sup>th</sup> February 2025.

**9.0 Options**

- 9.1 The options available to the Committee are to approve the new and revised policies as drafted, to approve the policies with amendments, or not to approve the policies.

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

**10.0 Conclusions**

- 10.1 Members are asked to consider and accept the Officer recommendations set out above in respect of the new drafted policy documents appended to this report.

**RELATIONSHIP TO POLICY FRAMEWORK**

The Council is committed to the health safety and welfare of all employees and members of the community we support, and it is considered that the amended policies will raise the standard of the current health and safety practices across the organisation.

**CONCLUSION OF IMPACT ASSESSMENT****FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. Any further training requirements will be met from existing budgets. As to be expected with any health and safety issue, future implications could occur, and these will be reported at the relevant time as appropriate.

**SECTION 151 OFFICER'S COMMENTS**

The Deputy s151 Officer has been consulted and has no further comments.

**LEGAL IMPLICATIONS**

The proposed new and updated policies will assist in compliance against the Health and Safety at Work etc. Act 1974, the Management of Health and Safety Regulations 1999, The Health and Safety (Display Screen Equipment) Regulations 1992, The Reporting of Injuries, Disease and Dangerous Occurrence Regulations 2013 (RIDDOR).

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

Policies Documents for Review

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## **HEALTH AND SAFETY POLICY STATEMENT**

Lancaster City Council recognises that its activities give rise to a range of hazards. We are committed to providing and maintaining a safe and healthy working environment as is reasonably practicable, through the provision of plant, equipment, safe systems of work, information, training and supervision as is necessary to safeguard the health and safety of all employees and those who may be affected by our work activities.

Whilst accepting the minimum legal standards set by national legislation, the Council is committed to promoting a health and safety culture which considers all departments and services as one and aims to produce high standards of health and safety. Sufficient resources and provisions will be made available to achieve our commitments.

As such, the Senior Leadership Team are committed to the following:

- Developing and embedding a safety culture throughout the Council that recognises the importance and value of effective safety management.
- Complying with legislative health and safety requirements and where possible aiming for best practice.
- Systematically identifying hazards present and applying a risk assessment procedure that will identify and implement appropriate control measures and safe systems of work.
- Maintaining a set of objectives and a supporting programme of work that is focused on achieving the organisation's commitments and eliminating or reducing the major hazards present.
- Clearly defining individual management and employee responsibilities for implementing the Health and Safety Management System and achieving the organisation's objectives.
- Providing appropriate information, instruction, training, and supervision so that all employees:
  - Are aware of their responsibilities and legal duties; and
  - Can support the implementation of the Health and Safety Management System and the development of a proactive health and safety culture.
- Maintaining effective systems of communication and consultation on health and safety issues with all employees and other persons affected by the organisation's activities.
- Establishing systems for monitoring, measuring, inspecting and auditing the health and safety performance and standards within the organisation.

The appropriateness and effectiveness of this policy, and the means identified within it for delivering the organisation's commitments, will be regularly reviewed (annually or following any event which identifies that our Policy and commitments need assessing) by the Senior Leadership Team.

The Chief Executive Officer has overall responsibility for implementing the Council's Health and Safety Policy; however, every employee must take an active role in effectively implementing this policy, act in a safe manner at all times and encouraging others to do likewise.

**Signed & Dated:**



**Mark Davies**  
**Chief Executive**  
**March 2025**

## HEALTH AND SAFETY POLICY DUTIES AND RESPONSIBILITIES

Lancaster City Council recognises that as an employer the organisation and its employees have prescribed statutory duties. All employees, officers and contractors are made fully aware of their responsibilities and role in contributing to maintaining a safe working place.

The organisation will identify responsible individuals who will:

- Identify actual or possible hazards and ensure that appropriate safety measures are implemented to minimise risk.
- Provide, monitor, and maintain a safe environment and systems of work in all areas of operation.
- Maintain premises, plant, and equipment to safe levels.
- Provide instruction, training and supervision to enable employees to carry out their duties safely and to enable them to actively contribute to health and safety.
- Provide all safety devices and protective equipment required to minimise risks to employees.
- Provide safe arrangements for the use, handling, storage and transport of dangerous substances.
- Provide a healthy working environment.
- Ensure adequate first aid facilities.
- Provide and maintaining fire safety systems and procedures.
- Ensure safe access and egress to all premises and sites we manage.

### Chief Executive Officer and Chief Officers (Senior Leadership Team)

The Chief Officers (including the Chief Executive Officer) have ultimate responsibility for ensuring that the duties imposed on the organisation as the Employer under the Health and Safety at Work etc. Act 1974 are carried out and will:

- Ensure there is an effective health and safety management structure.
- Ensure that key posts are filled by competent individuals and the requirements of these posts are being met.
- Ensure that matters of health and safety are as equal importance as other key business functions.
- Ensure that the Top Management provides as far as is reasonably practicable the resources deemed necessary, to fulfil the requirements determined by statute.
- Review safety performance of the company.

The Chief Officers will:

- Ensure the preparation and execution of Policy.
- Provide adequate resources to implement the Policy.
- Ensure there is an effective health and safety management structure.
- Ensure that health and safety considerations are integral to the overall management culture.
- Make adequate channels of communication available to employees so health and safety concerns can be raised, debated and appropriately resolved.
- Ensure establishment and maintenance of effective health and safety management systems.
- Ensure the appointment of a competent person(s) to assist with the development and implementation of the policy and providing competent advice in health and safety matters.
- Ensure review and monitoring of safety **performance**.
- Promote a positive safety culture through appropriate support and encouragement.
- Ensure safe working conditions are maintained for employees, visitors, contractors, and members of the public.
- Develop a positive attitude to health and safety among employees by demonstrating their own commitment to achieving a high standard of health and safety performance.
- Ensure that safety is given adequate consideration in all projects / schemes undertaken.

- Ensure that the arrangements of the organisation Health and Safety Policy are fully understood and observed at all levels of management and by all employees and contractors.
- Delegate responsibilities for health and safety matters to all levels of management within their and ensure that they are adequately trained and instructed to undertake such responsibilities.
- Support staff and others to achieve the highest possible standards; encourage employees to suggest new ways and means to reduce risk. Educate those who fail to consider their own health, safety and well being or that of others.

### **Corporate Health and Safety Manager / Consultant (Appointed Competent Person)**

The Corporate Health and Safety Manager will:

- Examine the requirements of laws, orders, regulations and codes of practice relevant to the health and safety of employees and members of the public we support in the organisation and to the health and safety of others towards whom the company has duties under the Health and Safety at Work etc. Act 1974.
- Devise the organisation's health and safety system and associated policies and procedures.
- Advise all levels of management regarding the implementation of the company's health and safety system, policies and procedures including accident / RIDDOR reporting.
- Monitor accidents / incidents and liaise with managers regarding remedial actions.
- Ensure the updating and amendment of the Health and Safety Policy and associated policies and procedures as required, and that amendments are brought to the attention of all levels of management. Advise on information, instruction and training requirements relating to health and safety and liaise with the Chief Officers to ensure implementation of health and safety training programme.
- Report to the Chief Officers as required on health and safety matters and advising as necessary.
- Represent the organisation in any matters relating to health and safety and liaise with inspectors of the enforcing authorities.
- Review and monitor the organisation's health and safety performance.

### **Line Managers**

Have direct responsibility for health and safety matters relating to the employees reporting directly to them and are therefore responsible for the implementation of the provisions of health and safety policies.

These Managers will:

- Be responsible for implementing the Health and Safety Policy and procedures in the departments / projects under their control and ensure this is brought to the attention of all employees and contractors.
- Ensure that all those reporting into them carry out their duties under the Health and Safety Policy.
- Co-operate with the Health and Safety team on matters affecting health, safety and welfare of employees, members of the public and contractors.
- Liaise with the Health and Safety team on any activities, equipment, areas deemed to be unsafe and any breach of statutory requirement in the premises under their control and which they cannot effectively deal with.
- Carry out suitable and sufficient risk assessments, implement control measures to reduce the risk and devise safety systems of work.
- Ensure that all employees and contractors are fully aware of and understand the outcomes of risk assessments and that employees adhere to the detailed control measures.
- Promote a positive safety culture through leading by example and providing appropriate support and encouragement.
- Ensure adequate instruction and supervision to ensure that work is undertaken in a safe manner.

- Ensuring that all employees receive adequate / appropriate training to comply with legislative requirements in liaison with the Health and Safety team.
- Ensure that business continuity and emergency response plans for their sites are prepared and kept up to date.
- Ensure that adequate first aid facilities are provided at their premises.
- Ensure that accidents, incidents, dangerous occurrences and near misses in the premises / department under their control are reported in accordance with the company procedures (also where required to the HSE under RIDDOR), thoroughly investigated, and resulting remedial actions implemented.
- Carry out periodic safety inspections and allocated audit of the premises / departments under their control and ensure any remedial actions addressed.
- Be available for contribution to external safety inspections / audits for the premises / department under their control.
- Ensure that contractors adhere to the organisation safety policies and adhere at all times to their legal and contractual responsibilities.
- Make available all necessary personal protective equipment.
- Ensure cleanliness and hygiene standards are maintained throughout council premises.

### Employees and Contractors

All employees and contractors will undertake their responsibilities and behave at all times in a manner that takes full account of health and safety matters, in particular cooperation with management to achieve a healthy and safe environment, attend all relevant training and follow all relevant policies and procedures.

Individuals are encouraged to play an active role by being consulted on the health and safety policies and procedures, taking part in health and safety inspections and attending meetings on their sites. Breach of Health and Safety policies or procedures is a serious disciplinary matter and may constitute gross misconduct.

All employees and contractors have specific health and safety responsibilities to:

- Be aware and adhere to the company Health and Safety Policy, procedures, risk assessments, safe systems of work including departmental or site safety requirements.
- Take reasonable care of their own health and safety, and the safety of other persons who may be affected by what they do or do not do.
- Be familiar with emergency procedures and drills.
- Presenting themselves for work in suitable clothing / footwear to carry out their contracted duties in a safe manner, as determined through the risk assessment process, adhering to any uniform policies and accepted health care protocols where relevant.
- Correctly use work items, including personal protective equipment, in accordance with training and instructions.
- Must not intentionally misuse or recklessly interfere with anything provided for health and safety reasons.
- Co-operate with the employer / client on matters relating to health and safety.
- Immediately report to their line manager any serious and imminent danger to health and safety and any short comings in health and safety arrangements.
- Report and record all incidents, accidents and near miss events appropriately.
- Comply with all hazard / warning signs and notices displayed on their sites.
- Remove or warn others of a hazard e.g. spillage, in an appropriate way.
- Conduct themselves in an orderly manner and refrain from any form of behaviour, which could lead to accidents or injury.
- Attend as requested, any health and safety training courses.
- Check any equipment before use and report any faults / damage to their line manager; and
- Not undertake any task for which authorisation and / or training / instruction has not been given.

### **Health and Safety Representatives / Trade Union Representatives**

Health and Safety / Trade Union Representatives have certain responsibilities and duties and are able to audit and complete inspections where required.

A health and safety representative is a fellow worker who represents other union members to look after the health and safety at work of people they work with.

Health and Safety Representatives have the right to:

- take an active part in workplace risk assessments;
- investigate potential hazards and 'dangerous occurrences' and examine the accident data.
- investigate members' complaints.
- carry out inspections of the workplace in work time, at least every three months.
- be consulted on new working practices and new technology.
- receive safety information from their employer (such as inspectors' reports, hygiene surveys and risk assessments).
- attend union-approved training courses without loss of pay; and
- have access to a phone and office equipment, and paid time off work, both to carry out inspections and to meet staff and other safety reps.

### **Health, Safety & Wellbeing Joint Consultative Committee (HS&W JCC)**

The HS&W JCC provides the leading mechanism for staff consultation, tabling and monitoring of issues of health, safety and wellbeing concern, activity and progress.

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<b>Document Reference</b>	H&S Roles&Responsibilities-02	<b>Version Number</b>	2.0
<b>Policy Owner</b>	Health and Safety Manager	<b>Last Review Date</b>	March 2025
<b>Date First Issued</b>	March 2024	<b>Next Review Date</b>	March 2026

## **SYSTEMS AND ARRANGEMENTS FOR HEALTH AND SAFETY**

### **Accidents / Incidents, Dangerous Occurrences and Near Miss Events**

Employees are instructed to report all accidents, incidents, dangerous occurrences and near miss events involving themselves or others. Damage to property must also be reported, as this could be an indicator of a near miss event trend.

All reports are required to be submitted through the My Compliance system (if an employee does not have access to this system, they must report via paper copy or email to their Line Manager, who must transpose the information onto the My Compliance system). All occurrences reported should be subject to some degree of investigation (see accident / incident / near miss investigation procedure and guidance).

Supervisors / Line Managers are responsible for ensuring all accidents, dangerous occurrences and near miss events are recorded and reported to the relevant authorities within a specified time. They are also responsible for carrying out an investigation to prevent a recurrence. The Health and Safety Team are responsible for reporting relevant incidents to HSE under RIDDOR (Reporting Injuries Diseases Dangerous Occurrences Regulations 2013) with the assistance of the Health and Safety team.

Accident / incident trends are analysed at regular intervals and appropriate actions are taken with a view to minimise the risk of a recurrence further similar incidents following which any lessons learned are shared within the organisation.

Further internal and external investigations can be arranged through the Health and Safety team to give a balance / impartial view of an accident or incident where this is felt to be relevant. Further investigations must be completed by the Health and Safety team if an incident is RIDDOR Reportable.

### **Asbestos**

In accordance with the Regulation 4 of the Control of Asbestos Regulations 2012, a suitable and sufficient assessment will be carried out by a specialist contractor to determine whether asbestos is or is liable to be present in the company properties built prior to the year 2000.

Where the assessment shows that asbestos is or is presumed to be present in any part of the premises, the Company will ensure that:

- The assessment gives details of the severity of the risk;
- A written plan identifying those parts of the premises concerned is prepared; and
- The measures which are to be taken for managing the risk are specified in the written plan including monitoring the condition of the Asbestos Containing Materials (ACMs), removing the ACMs if they cannot be maintained/repared and that information about the location and condition of any ACMs is provided to every person liable to disturb it, and made available for emergency services.

This information is recorded in an asbestos register and management plan located in each site (and / or on SharePoint). Any queries are to be raised with the Property Group – Compliance Team.

### **Competence / competent advice**

The company employs an internal health and safety team who acts as the competent appointed person/s to provide advice to the operations of the organisation. There are also made of a number of subject matter experts to assist with operational and strategic health and safety objectives, especially for specialist areas for example asbestos, legionella, fire, electric, gas and lifts where applicable.

<b>Document Reference</b>	Pol- Systems&Arrangements-02	<b>Version Number</b>	2.0
<b>Policy Owner</b>	Health and Safety Manager	<b>Last Review Date</b>	March 2025
<b>Date First Issued</b>	March 2024	<b>Next Review Date</b>	March 2026



### **Consultation and Trade Union Representation**

Employee consultation as determined by the Health and Safety (Consultation with Employees) Regulations 1996 shall be arranged via nominated representatives. The organisation has appointed Trade Union Representatives under the Safety Representatives and Safety Committees Regulations 1977. Consultation on relevant issues is carried out by the following methods:

- Health and safety committee meetings
- Senior management meetings
- Team meetings
- Written communication in the form of emails, reports, bulletins, information, newsletters etc.
- My Compliance Notifications for safety updates
- Safety campaigns through briefings and workshops

### **Contractors**

All contractors required to work with the organisation are required to demonstrate their competence through various methods from preferred contractor frameworks or by completing a contractor's questionnaire (dependant on the department). They are obligated to submit proof of insurance, risk assessments and method statements prior to work being carried out and their competency details verified.

### **Culture / communication**

The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisations health and safety management. The organisation and its employees endeavour to effect health and safety culture through ensuring:

- Health, safety, environmental & risk management is a 'standard agenda' item on all meeting minutes.
- Meaningful representation at the health and safety committee.
- Health, safety, environmental and risk management is included in staff appraisals.
- Listening to comments and concerns and acting on them where improvements may be required.
- A robust, practical and relevant health and safety training programme is active for all employees.

### **COSHH**

An assessment of hazardous substances is carried out within each service in accordance with the Control of Substances Hazardous to Health Regulations 2002 (as amended). Where possible, substances evaluated as hazardous are eliminated or substituted. It is the responsibility of the Supervisor to ensure COSHH risk assessments are carried out.

### **Display Screen Equipment (DSE)**

All Display Screen Equipment workstations will be a subject to an assessment as required by the Health and Safety (Display Screen Equipment) Regulations 2002 (as amended). It is the responsibility of the Chief Officer of each department and Line Managers / Supervisors to ensure DSE workstation assessments are carried out where applicable and raised actions are adequately addressed and resolved in a timely manner.

<b>Document Reference</b>	Pol- Systems&Arrangements-02	<b>Version Number</b>	2.0
<b>Policy Owner</b>	Health and Safety Manager	<b>Last Review Date</b>	March 2025
<b>Date First Issued</b>	March 2024	<b>Next Review Date</b>	March 2026

### **Driving on business / Driving Organisation Vehicles**

In order to comply with road traffic legislation, drivers of motorised vehicles must have control over their vehicle at all times. Legislation also places a duty on the employer to provide a safe working environment; this is also extended to driving on Company business.

It is a requirement for all employees who drive on company business to follow safe driving practices and comply with the Road Traffic Act 1988, as detailed within the Highway Code and the company's Driving at Work Policy.

### **Emergency procedures / planning**

Emergency procedures are designed to give warning of imminent danger and to allow employees and others to move to a place of safety.

Supervisors in liaison with other relevant departments i.e. the health and safety team; Resilience and Community Safety team, HR etc., shall be responsible for ensuring that the necessary procedures are devised for the premises under their control and that all employees and visitors are given appropriate information / instruction and training and are fully conversant with these procedures.

As part of site emergency planning risk assessment process, the following issues must be addressed:

- Identifying potential critical incidents.
- Considering what might happen on-site and off-site.
- Considering who might be harmed and how.
- Establishing effective plans for managing a critical incident.
- Rehearsing your plans e.g. undertaking fire drills.
- Training staff.

### **Electrical systems / Equipment**

The Electricity at Work Regulations 1989 require every employer to comply with the provisions of the Regulations in so far as they relate to matters which are within their control and in particular:

- All systems shall at all times be of such construction as may be necessary to prevent danger, so far as is reasonably practicable.
- All systems shall be maintained, so far as is reasonably practicable, so as to prevent danger.
- Every work activity, including operation, use and maintenance of a system and work near a system, shall be carried out in such a manner as not to give rise (so far as is reasonably practicable) to danger.
- Any equipment provided under the Regulations for the purpose of protecting persons at work on or near electrical equipment shall be suitable for the use for which it is provided and be maintained in a condition suitable for that use, and be properly used.

Installation of electrical systems is carried out by suitably qualified contractors who are selected in accordance with laid down criteria and are required to demonstrate their competence prior to acceptance as an approved contractor. Any queries are to be raised with the Property Group – Compliance Team.

Inspection and testing of electrical systems and equipment is carried out by competent persons, including portable appliance testing. All Services hold a register of portable appliances for inspection purposes.

Protective devices in the form of circuit breakers and Residual Current Devices are used throughout the organisation.

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## Fire

The expectations for fire safety at each site where fire safety legislation applies, are summarised as follows:

- An external Fire Risk Assessment is carried out three yearly. Any queries are to be raised with the Property Group – Compliance Team.
- A fire risk assessment is carried out by a competent person at each premises and reviewed annually. Any remedial measures are identified are included in a planned programme.
- Staff are provided with fire safety training both generic and site specific so they understand the importance of high standards of fire safety and the action that must be taken in the event of fire.
- Fire drills are carried out at regular intervals and a nominated person at each service will carry out regular fire safety checks.

## First aid

First aid facilities are provided, as determined by a risk assessment of needs, in accordance with legal requirements (SJA Tool available [here](#)). The location of first aid boxes and the names of first aider / person trained in first aid at work will be displayed on notice boards and at key points.

First aid boxes are checked monthly (as relevant) and replenished as required. Checks are to be undertaken by nominated person(s) who are responsible for maintaining stocks of first aid kits.

All first aid personnel are provided with approved training as determined by the Health and Safety (First-Aid) Regulations 1981.

## Gas safety

Gas Safety (Installation and Use) Regulations 1998 aims to ensure the safe installation, maintenance, and use of gas in domestic and business premises.

The organisation recognises the risks to employees, members of the public and others from defective gas installations; therefore, it is the organisation's policy to comply with the provisions of legislation relating to the installation and use of gas on company premises.

Installation and maintenance of gas appliances is carried out by suitably qualified contractors who are Gas Safe registered. Contractors are selected in accordance with laid down criteria and are required to demonstrate their competence prior to acceptance as an approved contractor. Any queries are to be raised with the Property Group – Compliance Team.

## Housekeeping

Satisfactory levels of workplace cleanliness have been considered by law for many years. The organisation recognises the need to ensure that adequate standards of housekeeping are achieved.

Risk assessments shall consider all areas in the workplace, whether it is by location or by task.

The company inspection system will identify hazards on a continuous basis from which remedial action can be taken to eliminate / minimise the risk of accidents / near misses occurring.

Hygiene schedules are used to ensure that cleaning of workplaces is systematic and thorough.

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## Inspections

To keep people safe, health and safety checks / inspections are carried out and documented to ensure that:

- Welfare is maintained to keep them in a safe condition.
- Equipment is maintained and serviced to ensure it remains in a safe condition.
- Statutory safety inspections / examinations on equipment are carried out by competent persons in line with the required schemes of inspection.
- Equipment is maintained in good condition and is only used by staff who know how to use it safely.
- Storage of chemicals, fuel and equipment is in secure areas.

## Information, instruction and training

Chief Officer's (delegated to Line Managers) will be responsible for ensuring an up-to-date Health and Safety Law poster is prominently displayed and that all relevant health, safety and fire risk management information is communicated to staff. HSE Law Poster details are stated as below:

*Chelsie Gladstone*  
*Senior Corporate Health and Safety Manager*  
*07825 843414*

All employees will be recommended for safety training as is appropriate to their positions. This commences with an induction. All new employees are required to undertake induction training which is a combination of e-Learning and attendance at formal training sessions for specific topics.

Refresher training is updated at regular intervals and monitored.

## Maintenance of equipment

Work equipment will be provided and maintained in accordance with the Provision and Use of Work Equipment Regulations 1998. Equipment will be suitable for its intended purpose and only be used for tasks and under the conditions for which it is suitable. "Suitable" meaning in this context, "with respect to the health and safety of any person".

Supervisors are responsible for ensuring that employees under their jurisdiction are provided with appropriate and sufficient training in the use of work equipment prior to use.

All employees will report to the appropriate manager, any defects / hazards, which in their opinion, creates risks to health and safety. Pending correction of these defects, the manager or person in charge will take such immediate precautions against these risks as may be necessary and be responsible for keeping under review the effect of the precautions and the progress of measures to correct defects.

Managers who arrange hire or loan any work equipment should ensure that relevant inspection and maintenance records are available and that employees are trained in its use, prior to its use. Requests for inspection and maintenance records should be made as part of the purchasing process.

## Monitoring Performance

There are several measures used to monitor health and safety performance. This can be achieved through:

- Daily visual checks to ensure high levels of good housekeeping (and where standards slip remedial action implemented).

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- Documented monthly health and safety checks undertaken to identify health and safety issues.
- Responding to health, safety environmental and risk management concerns immediately.

An audit programme also takes place to give an impartial but balanced view on the health and safety arrangements within the company. The results of these audits are presented to and monitored by the corporate health and safety committee.

### **Moving and handling**

The organisation will provide adequate manual handling training and mechanical equipment (where relevant) and ensure adequate instruction and training for relevant employees.

Moving and handling risk assessments are also carried out on manual handling activities which pose a significant risk of injury.

### **Pregnant workers**

The health and safety of new and expectant mothers at work is covered by the Management of Health and Safety at Work Regulations 1999. The regulations require that there is an assessment of risk to all employees, from which, the organisation will undertake what is reasonably practicable to control those risks. This assessment is required to consider risks to new and expectant mothers.

All levels of management are responsible for ensuring that risk assessments are carried out on individual employees they are responsible for once an employee declares a pregnancy; that information is recorded; appropriate control measures are defined and implemented, and the assessment is reviewed at least every two months throughout the pregnancy.

### **Personal Protective Equipment (PPE)**

Protective clothing / safety equipment is provided for employees in accordance with statutory requirements and risk assessments which are required to detail the items and grade of any PPE required to safely undertake specific tasks. It is a condition of employment, where appropriate, protective clothing is worn, and safety equipment used as instructed. Line Managers are responsible for identifying needs and subsequent provision.

Section 8 of the Health and Safety at Work etc. Act 1974 states that no person shall intentionally or recklessly interfere with or misuse anything provided in the interest of health, safety, or welfare. Employees are reminded of this duty.

### **Risk Assessment**

The management of health and safety within individual company locations is based around risk assessment (Regulation 3, Management of Health, and Safety Regulations 1999). Records of risk assessment will be located at the site to which they relate.

All tasks and activities undertaken by employees are assessed for foreseeable hazards and associated risk. If foreseeable significant hazards are identified, a full risk assessment is undertaken and a record of the significant findings made, kept, and regularly reviewed. All Risk Assessments are to be created within the MY Compliance System. Risk assessments include:

- Description of the identified hazard.
- Who could be harmed.
- An assessment of the risk.

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- What controls are in place to reduce the risk; and
- Any additional controls considered necessary to further reduce the risks.

For further details see the Risk Assessment Policy and associated guidance.

### **Stress**

The organisation recognises that stress can represent a risk to both physical and mental health. Whilst some pressure of work is beneficial to individuals, when it reaches an unacceptable level it can cause adverse effects on both individuals and teams. Therefore, the organisation is committed to preventing work related stress illness from occurring, where possible by introducing measures to identify situations of undue pressure as soon as possible and ensuring that prompt remedial action is taken.

Line Managers and Supervisors are responsible for ensuring that the measures contained in the Stress at Work Policy are implemented.

### **Safe systems of work**

A safe system of work is defined as the method resulting from an assessment of the risks associated with a task and the identification of the precautions necessary to carry out the task in a safe and healthy manner.

Safe systems of work are necessary to ensure that control measures detailed in the risk assessments are properly applied and that any residual risks are adequately controlled.

The degree of formality is dependent upon factors such as: the level of risk, frequency of task, complexity and variability of task, employee capabilities and the complexity of control measures.

For all safe systems of work, there are five basic steps necessary in producing them:

- Assessment of the task
- Hazard identification and risk assessment
- Identification of safe methods
- Implementing the system; and
- Monitoring the system

Safe systems of work are defined and implemented by the following mechanisms according to the level of risk and complexity of the task and / or control measures and can take the form of:

- Task safety instruction (informal oral instructions, safety sign and notices, written safety rules or key points).
- Task procedures (step by step description of how a task should be performed);.
- Method statements (a description of how risks will be controlled and managed in relation to specific tasks or activities).
- Permits to work (a formal mechanism for ensuring that safe systems of work are implemented for routine and non-routine processes with a high degree of foreseeable risk, and which require clear and precise instructions for safe operation).

It is the responsibility of the Line Manager / Supervisor to ensure that safe systems of work are devised (in conjunction with the appointed safety reps / Health and Safety team) and that employees for which they are responsible are briefed and / or trained effectively and have adequate supervision in their use.

Where training needs are identified because of this, these shall be communicated to ensure provision of appropriate and relevant training.

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### **Violence at work**

Increasingly, employees who deal directly with others in the course of their work may face aggressive or violent behaviour. Susceptible groups include those working directly with members of the public, working shifts, at night or lone working.

Violent incidents will often cause great distress and possibly give rise to difficulties for employees carrying out their duties in the future. The company policy therefore is to be proactive in taking action to minimise the risk from violence, and to ensure that employees receive adequate training, information, and instruction.

### **Visitors**

All reasonable action must be taken to ensure that visitors are made aware of risks applicable to that site. All visitors must be accompanied within areas of Lancaster City Council which are identified as non-public areas. These persons should not be allowed to access areas which may place them or others at risk.

The Council will conduct its undertakings in such a way as to ensure that members of the public are not endangered by work or activities of its employees.

### **Work experience trainees**

Any work experience trainees will be limited in the tasks they can carry out. These tasks will be agreed as part of a risk assessment conducted between the relevant service manager and the organisation requesting the placement.

Strict supervision arrangements will be put in place to minimise the potential for accidents and incidents.

All work experience trainees have a responsibility to follow the safety rules and working practices in which they have been instructed. They will be encouraged to report any hazards to their Instructors / Supervisors.

### **Young Persons**

To ensure the safety of young persons a risk assessment shall be undertaken to take account of the workers' lack of experience, absence of awareness of existing or potential risks.

Line Manager's will be responsible for ensuring that risk assessments are undertaken, and appropriate control measures implemented.

### **Sources of Information**

Employees of the Council can obtain help support and advice on all aspects of occupational health safety and wellbeing from the Health and Safety team.

Each Council building, or accommodation where a Council service operates from, must display the Health and Safety law poster and or offer a leaflet version of the poster to employees. All young workers, work experience students and trainees must be supervised by managers or nominated employees who are deemed competent to do so.

Other health and safety policies, codes of practice, safety guidance, forms and templates are to be found on:

- [Policies and Guidance](#) Lancaster City Council Health and Safety Intranet page
- Local service specific policies and procedures – speak to your supervisor or line manager
- Health Safety Executive - HSE for Legislation, ACOPS and Guidance

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### **Disciplinary action**

An employee may be liable for disciplinary action if they are found to have acted in breach of Lancaster City Council's Health and Safety Policy. Please refer to the Disciplinary Policy. The refusal of any employee to meet their obligations will be regarded as a matter to be dealt with under the Disciplinary Procedure. Where an employee leaves them self or other employees open to risk or injury, it may be necessary to implement the formal stages of the Disciplinary Procedure up to and including Dismissal.

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## 1.0 INTRODUCTION & PURPOSE

The Purpose of this health and safety strategy is **to ensure health and safety is fully integrated into the management of all aspects of Lancaster City Council operations and the compliance to the Health and Safety Policy**. This Health and Safety Strategy has been developed and endorsed by the Senior Leaders to support and promote proactive health and safety management throughout the organisation including, the quality and environmental standards. The management team believe health and safety is central to everything the organisation does and by working together we can better protect the health and safety of all our staff, visitors, contractors, members of the public and all people we support.

This health and safety strategy looks to continually improve the health, safety and wellbeing of all staff and the residents we support. Lancaster City Council will work closely with all stakeholders, regulatory bodies and external advisors to ensure this strategy sets out and delivers its strategic aims and objectives. This will be achieved through the creation, implementation and monitoring of a robust action plan. This health and safety strategy and its associated action plan will be developed to set targets which are realistic, achievable and measurable.

This is a three-year strategic plan, but it will be reviewed annually to ensure any changes implemented within the company has been reflected in the plan.

## 2.0 BACKGROUND

Lancaster City Council operates under various departments each presenting a number of health and safety risks and issues which require careful management. Currently there are a number of ways the organisation is working to promote proactive health and safety management:

- The creation and communication of a suite of corporate health and safety policies.
- The expectation that corporate and departmental procedures are created, communicated and implemented where these are required.
- The health and safety committee with representation from all areas of our business, to meet every 2 months to provide guidance on all aspects of health and safety management and to monitor our performance.
- Collaborative working across the operational and administration teams.
- The roll out of a risk management system to help standardise our health and safety control measures and to provide the Chief Officers with 'real-time' health and safety reports.
- Audits and guidance on health, safety and fire risk management with follow up reports for action where required.
- The investigation of all accidents and incidents to establish causation and the implementation of actions to minimise the risk of recurrence of similar events and which may also result in questions from enforcing authorities.
- Regularly review the trends of reported near misses, audit reports, events and observations in order to continually improve our working practices and standards.

## 3.0 GOALS

Lancaster City Council considers the delivery of the following key goals integral in pursuant of the overall purpose of this health and safety strategy:

- Health and safety leadership
- Regulatory compliance and managing risk
- Competence and capability

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- Developing a positive health and safety culture
- Business continuity
- Occupational health and wellbeing
- Monitor and review

### 3.1 GOAL – HEALTH & SAFETY LEADERSHIP

Successful health and safety leadership starts at senior management level and establishes a positive culture within the company to keep each other safe, well and healthy.

#### What we will do:

- Establish effective ‘downward’ communication through a sensible yet robust health and safety framework and listen to the messages coming back from our people through various forms of communication methods.
- Ensure we provide the necessary competent and adequate resource to enable effective health and safety management and leadership at all levels and within all divisions.
- Monitor and review our health and safety systems and processes to ensure they are fit for purpose, and continually improve.

#### Outcomes:

- Staff will feel empowered to own and promote safe working practices, creating a positive health and safety working environment.
- Staff will receive the necessary information, instruction and training in order they can carry out their work safely and confidently.
- Adapt our policies, procedures and working practices to be as effective as we possibly can.

### 3.2 GOAL – REGULATORY COMPLIANCE & MANAGING RISK

Successful health and safety management needs a thorough and comprehensive risk assessment programme in place with sensible risk mitigation measures implemented and monitored.

#### What we will do:

- Aim to exceed regulatory compliance and achieve high performing safety practices through demonstrable audits and regular risk reduction exercises with all levels of management within the company.
- Establish and regularly review a risk register for the company in order to assess high risk factors and implement consistent and effective control measures (GRACE).
- Establish, maintain and monitor a centralised risk assessment register (My Compliance).
- Provide training and assistance to operational staff to ensure teams have an up-to-date practical risk assessment and risk control strategy in place.
- Establish and maintain a consistent approach across the organisation for risk control and measures.
- Keep up to date on new and changing legislation so as to respond accordingly.
- Keep up to date on events, industry guidance and serious incidents both internally and externally to learn and quickly adapt to client and regulatory requirements.
- Regularly review accidents, incidents, near misses and trends in order to reduce and continually improve our working practices.



**Outcomes:**

- Compliance with applicable health and safety legislation most notably the Health and Safety at Work etc. Act 1974, the Management of Health and Safety Regulations 1999 and other relevant and applicable regulations.
- Consistent approach and framework utilised for risk management practices
- Reduced risk of:
  - injury or harm occurring to any person; and
  - damage to our property, assets and corporate image; and
  - litigation (civil and criminal) to the organisation and/or individual's
- Up to date communication of current health and safety compliance and best practice through the dedicated management system.

**3.3 GOAL – COMPETENCE**

Fundamental to the success of this health and safety strategy is to have adequate resource and competent people in place each with a clear understanding of their risk mitigation plan.

**What we will do:**

- Keep an up-to-date health and safety training standard to ensure staff at all levels receive the correct health and safety training for their role.
- Develop a suite of health and safety policies and procedures and work towards a standard approach across the organisation.
- Ensure Line Management have specific health and safety management training to ensure competence in the creation and implementation of risk assessments for their teams.
- Ensure all staff complete mandatory set e-learning and face to face training as defined by a role training matrix and mandatory training standard.

**Outcomes:**

- Through a number of training initiatives staff will receive, up to date, applicable and timely health and safety information, instruction and training.
- Managers are equipped with the knowledge and confidence to manage safety for their respective sites.
- Confident staff who are aware of their legal obligations and that of the organisation as directed in our policies, procedures, training programme and working practices.
- Increased engagement in our strategic health and safety efforts.

**3.4 GOAL – DEVELOPING A POSITIVE HEALTH & SAFETY CULTURE**

Safety culture is a combination of the attitudes, values and perceptions that influence how something is **actually** done in the workplace, rather than how it **should** be done.

**What we will do:**

- Lead by example and ensure the health and safety committee continues to be given the backing and commitment required to drive forward our health and safety management framework, systems and review processes.
- Focus on the following areas of our health and safety efforts:
  - Effective communication: both 'top-down' and 'bottom-up'

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- Effective training: to ensure knowledge is up to date
- Effective consultation: to ensure staff feedback is listened to
- Carry out an employee health and safety climate survey to gauge staff thinking and approach to health and safety.
- As part of the new audit programme a behavioural safety initiative is to be implemented across all teams to ensure a consistent approach to safety is maintained and staff are engaged.

**Outcomes:**

- Health and safety is an integrated part of everyone's 'day-job'.
- Staff are motivated to work together to maintain a safe and healthy working environment.
- Staff have the opportunity to formalise their health and safety comments, concerns and general feedback.

**3.5 GOAL – BUSINESS CONTINUITY**

It is paramount that the organisation continues to remain responsive and alert to matters which could harm the business, our staff, members of the public, contractors and other organisations we work closely with.

**What we will do:**

- Monitor national government publications and ensure appropriate measures to be taken in different operating environments to keep people safe from potential threats.
- Ensure staff are ever mindful of what escalation procedures are required whenever a member of staff, visitor, or contractor presents with symptoms of an infectious virus or disease.
- Ensure that our risk assessment framework is reviewed and all control measures relating to infection control.

**Outcomes:**

- The organisation continues to be alert to and effectively manage the risks of infectious virus / disease to the organisation's operations and safety of our staff, contractors and visitors.
- The organisation can demonstrate health, safety and event mitigation and control is managed effectively.
- The organisation will be effectively prepared for any future pandemics or the like in the future.

**3.7 GOAL – OCCUPATIONAL HEALTH & WELLBEING**

It is important how we care for our staff and their health both physically and mentally.

**What we will do:**

- Actively promote mental and physical health campaigns across the business with champions identified within the company to assist in the promotion and guidance.
- Implement a health surveillance programme based on the health hazards and each individual's job role.

**Outcomes:**

- Reduction of sickness absence rates across the organisation.

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- Mentally and physically well staff engaged in their job role and the impact they have in the organisation.
- Improvement in the understanding of the occupational health hazards and the control measures implemented.

### 3.8 GOAL – MONITOR & REVIEW

The Senior Managers will monitor the effectiveness of this strategy to ensure it remains up to date and effective:

#### What we will do:

- Ensure the Health and Safety Committee provides timely reports to the management team on our current health and safety management strategy, concerns and risk mitigation plans at least every 4 months.
- Ensure RIDDOR reports along with accident, incident and near miss occurrence data is reviewed and the resulting information acted upon.
- Our competent person will ensure that a robust audit programme is in place, to be undertaken by our own competent person and external providers with resulting actions for improvement fed back to the management and Health and Safety Committee.

#### Outcomes:

- The organisation can demonstrate to stakeholders a clear commitment to effective and sensible health and safety management across the organisation.
- The organisation can respond swiftly to changing circumstances needs or any identified health and safety trends.
- Have continued access to impartial, professional and up to date advice to ensure our health and safety management framework, systems and processes remain effective and current.

### 4.0 KEY ROLES AND RESPONSIBILITIES

#### Chief Officers

Approve, support, actively promote and provide the relevant resources to maintain a safe and compliant working environment.

#### Health, Safety & Wellbeing Joint Consultative Committee (JCC)

The Health, Safety & Wellbeing JCC will regularly review progress, advise actions and coordinate the organisation's Health and Safety activities and culture. It will use every endeavour to ensure the systems and checks in place for audit, property / vehicle management and related activities are functional and fit for purpose. This committee will advise the management team of any concerns that may place the company or its employees at risk.

#### Health and Safety Representatives / Trade Union Representatives

A Trade Union Safety Representative is a fellow worker who represents other union members to look after the health and safety at work of people they work with. Trade Union Representatives are to be consulted on all health and safety matters relating to this strategy.

#### Managers and Supervisors

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Ensure that health and safety remain a key part of all team meetings and that all operational areas of the organisation are compliant in terms of actions and policy adherence. They will be responsible for escalation where appropriate and immediate mitigation locally and informing the health and safety team of any incidents and audit report actions.

**All Staff**

All members of staff have an obligation to contribute to the safety of all employees, contractors and visitors and a responsibility to ensure their own actions are compliant, minimising the risk of harm to themselves and others.

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## 1.0 INTRODUCTION

This policy has been implemented to ensure the conformity of internal and externally provided processes, products, and services.

Lancaster City Council operates an organisation-wide audit programme, covering internal, supplier and external audits that serves the following purposes:

- To determine if the requirements of management systems are effectively implemented including any specific customer or regulatory requirements.
- To ensure the workplace is safe.
- To ensure that all legal and other requirements are met.
- Identification of non-compliances.
- Verification of effective correction of all identified non compliances.
- To contribute to the continual improvement process.
- To ensure suitability and competency of suppliers.

## 2.0 GENERAL STATEMENT

Lancaster City Council (the organisation) is committed to protecting the health, safety and welfare of our employees and recognises that there is a requirement for checking all workspaces are legally compliant and our services are of a suitable standard.

**Scope:** Audits cover the following areas:

- Management systems and processes
- Suppliers
- Approved bodies (including regulators) where required.

This policy refers to all Lancaster City Council sites, operations, and activities.

**Implementation:** It is the responsibility of line managers to ensure that staff members are aware of and understand this policy and any subsequent revisions.

**Compliance:** This policy complies with all relevant regulations and other legislation.

### 3.0 ORGANISATION AND MANAGEMENT RESPONSIBILITIES

Whilst it is neither possible nor desirable to fully define responsibilities, the following give the main responsibilities in relation to this policy:

#### Senior Leadership Team

- To ensure an effective and robust auditing programme is in place.
- To ensure that key posts are filled by competent individuals and the requirements of these posts are being met.
- To ensure that the Senior Management Team gives matters of health and safety equal importance as other key business functions.
- To ensure that the Senior Management Team provides as far as is reasonably practicable the resources deemed necessary, to fulfil the requirements determined by statute.
- Review performance of the organisation with the Management Team.

#### Chief Executive Officer

- The Chief Executive has overall responsibility for ensuring that the Organisation meets its statutory obligations and that effective arrangements for the management of auditing are put in place.

#### Chief Officers

- The Chief Officers have executive responsibility ensure an audit programme is implemented and adhered to in accordance with relevant legislation, best practice guidance and policies to meet legal and organisational requirements.
- The Chief Officers have a responsibility ensure that audits are carried out in accordance with the audit programme by trained and competent persons as and when they are required.

#### Internal Auditors

- Internal auditors are responsible for ensuring audits are carried out in an effective and consistent manner.
- Producing comprehensive audit reports.
- Identifying non-conformities and Opportunities For Improvement (OFI's).

#### Line Managers (Departmental inc. Facilities)

- Line Managers have direct responsibility for ensuring that the implemented audit programme is adhered to by their respective teams/functions/departments.
- Line managers also have a responsibility to ensure that all necessary documentation, evidence and information is provided upon request of an internal auditor and without delay.
- Line managers also have a responsibility to ensure that co-operation with the audit programme provided and any assistance required during the audit process is provided.

#### Employees

Employees are responsible for co-operating with the audit programme/process and all internal auditors.

#### Health and Safety Trade Union Representatives

Health and Safety / Trade Union Representatives have certain responsibilities and duties and are able to audit and complete inspections where required.

A health and safety representative is a fellow worker who represents other union members to look after the health and safety at work of people they work with.

Health and Safety Representatives have the right to:

- investigate members' complaints.
- carry out inspections of the workplace in work time, at least every three months.
- attend union-approved training courses without loss of pay; and have access to a phone and office equipment, and paid time off work, both to carry out inspections and to meet staff and other safety reps.

#### 4.0 DEFINITIONS

**Audit:** An assessment of the effective implementation of the Management System.

**Non-conformance:** A requirement that is not fulfilled.

**OFI (opportunities for improvement):** A learning or minor deficiency that has no impact and can usually be fixed with little effort on the spot or at some point in the future with little or no impact.

**Minor Non-conformance:** is a failure to comply with standards / process which based on judgment and experience is not likely to result in the failure of the management system or immediately impact on the health, safety, environment, or product quality or reduce its ability to ensure controlled processes or products.

It may be one of the following:

- A failure in some part of the management system relative to standards / process.
- A single observed lapse in following one item of a company's management system.
- A failure which could result in statutory requirement not being met but which does not immediately impact on health, safety, environment or plant and equipment.

**Major Non-conformance:** is one or more of the following:

- Any issue which if not rectified would immediately impact on health, safety, environmental or product / service delivery and which needs to be addressed as an urgent priority.
- The absence or total breakdown of a system / process to meet a requirement.
- A number of minor nonconformities against one requirement can represent a total breakdown of the system and thus be considered a major nonconformity.
- A condition that may result in the failure or materially reduce the usability of the products or services for their intended purpose.
- A noncompliance that judgement and experience indicate is likely either to result in the failure of the management system or to materially reduce its ability to ensure control of processes and products.

**Corrective Action process:** Process used to rectify a Noncompliance / Non- conformance.

**Standard:** The term given to a set of agreed upon standards set out by an awarding body, organisation. Accreditors, legislation, professional body or governing body.

#### 5.0 Audit Schedule Planning

The annual audit schedule is available to all staff via the My Compliance system, through the Intranet or from their line manager. The plan covers Internal, External and Supplier audits.

The schedule contains the following:

- Area being audited
- Date (by month)
- Responsible auditor (by role)



The following factors may cause the planned schedule to be revised:

- Status and importance of processes and areas to be audited
- Results of previous internal / external audits
- Results of self-inspections
- Injury statistics
- Management priorities
- Commercial intentions
- Legal, regulatory, and contractual requirements
- Customer requirements
- Needs of other interested parties
- Risks to the organisation
- Performance related issues

## 6.0 Type of Audits

Types of Internal audits carried out are listed below. These cover all areas of the organisation based on risk level from onsite operations to management level.

1. Management system audit – carried out by qualified auditors and looking mainly at procedural/standard compliance.

Key performance indicator: The management systems will be formally audited every 12 months to ensure compliance with the required measures.

2. Technical process system audit – carried out by experienced staff with knowledge of the area being audited and concentrating on technical compliance, competency and understanding of process by the auditee.

Key performance indicator: all process audits will be based on risk which is identified within the Annual Audit Programme.

3. Health and Safety site audit – carried out by operational staff and specific sites and department locations focussing on the high-risk level hazards and requirements.

Key performance indicator: all appointed Operational Managers are required to complete a Health and Safety site audit twice per year within their designated location / team.

4. Management engagement tour – carried out by senior management at all of the organisation's facilities. This is a general safety audit and technical expertise would be called on as required to assist.

Key performance indicator: Each Chief Officer is to have an engagement tour per allocated every 6 months to engage in feedback from the workforce on Health and Safety issues.

5. Supplier Audits – The frequency of audits will be dependent on an annual risk review or performance of the supplier with frequency to be determined and documented once Contractor/Supplier Health and Safety framework has been developed and introduced.
6. External Audits – These consist of the following types:
  - a. Certification / accreditation audits
  - b. Regulatory agencies audits

## 7.0 Audit Process

Before any planning for an audit is done the auditor should notify the auditee of their intent to audit them and agree a suitable time.



## Planning

The auditor prepares for the audit by reviewing one or all of the following as applicable regardless of type:

- Standard requirements
- Requirements of the management system
- Customer requirements
- Previous audits and unverified corrective action
- Previous observations
- Review scope of current / future contracts with operations team(s)
- Resource requirements
- Auditee contact

## Carry out audit

- Opening meeting - All audits will have an opening meeting explaining to the auditees the scope and purpose of the audit
- Conduct Audit – Conduct audit with planned checklists
- Closing meeting - All audits will have a closing meeting to inform the auditee of the preliminary audit results. The meeting will need involvement of higher management to these areas.

## Audit report

It is the responsibility of the auditor to issue the final report in a timely manner along with any associated corrective actions / observations (This should be within 7 working days).

For all types of audits carried out except for engagement tours the audit report should consist of the following:

- Scope of Audit
- The auditee/s
- Summary of Audit
- Strong Points (General summary not a list of good points found)
- Weak Points (General summary not a list of actions found)
- List of required Corrective actions
- Areas for improvement / Observations

## Non-conformity / Corrective Action

Any identified NCR's and corrective actions will be issued to the auditee within the audit report, these actions must also be logged on the My Compliance action tracker for completion. NCR's and corrective actions should also be raised for external audits carried out by a third party so all actions across the company get captured are actioned formally. All corrective actions should be submitted within 25 days either closed out or detailing the planned close out actions that need to take place. All evidence as applicable should be supplied with the close out. The auditor will monitor / assist with close out as required.

## Areas for improvement / Observations

Any identified areas for improvement / observations will be reviewed at the next audit of that area.

## Verification

The Auditor verifies effective correction of all identified non compliances after the auditee has submitted objective close out evidence. This should be completed within 1 to 3 months.

## Records

Records of audit reports and corrective actions are filed on the My Compliance and within the audit schedule.

## **8.0 Addressing Non-conformities and Opportunities for Improvement**

Any non-conformities and Opportunities for Improvement must be addressed to ensure compliance is maintained with the relevant standard or procedure they are related to. These can be addressed in various ways such as:

- Reviewing current working/operational practices to bring them in line with the standard or procedure.
- Reviewing and updating procedures to reflect changes in operational and working practices.
- Reviewing the organisations legal register to ensure all the organisations practices and activities are undertaken in accordance with the law. This also provides the opportunity to ensure all relevant legislation, applicable to the organisation has been documented and considered.
- Carrying out period management meetings to raise, discuss and find appropriate solutions to non-conformities and OFI's.
- Discussing Non-conformities and OFI's with line managers and other relevant personnel to communicate non-conformities and OFI's and develop an action plan to address them.

Non-conformities and OFI's are addressed post audit and report, during the health and safety committee and the SLT meetings, elaborated on and solutions to be suggested. The attendees of this meeting shall also develop a plan of action, along with times scales, to remedy all Non-conformities and OFI's.

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## 1.0 INTRODUCTION

The principal risks relate to physical (musculoskeletal) problems, visual fatigue and mental stress. These are not unique to DSE work nor an inevitable consequence of it, and indeed there is some evidence that the risk to the individual user from typical DSE work is low if appropriate precautions are taken, however, in DSE work as in other types of work, ill health can result from poor equipment or furniture, work organisation, working environment, job design and posture, and from inappropriate working methods.

## 2.0 GENERAL STATEMENT

Lancaster City Council acknowledges that health and safety hazards may arise from the use of this equipment. It is therefore the company's policy to ensure that any risks are reduced to a minimum. Whilst it is generally recognised that the use of DSE can be undertaken without undue risks to health, it is appreciated that some employees may have genuine reservations and concerns. The company will seek to give information and training to enable a fuller understanding of these issues.

Lancaster City Council (the organisation) is committed to protecting the health, safety and welfare of our employees and recognises that the use of computer workstations, tablets and laptops may lead to muscular-skeletal disorders, visual disorders, fatigue, and stress.

This Policy applies to staff who 'habitually use display screen equipment as a significant part of their normal work'.

**Scope:** This policy applies to DSE Users in the Company and follows the obligations under the Health and Safety (Display Screen Equipment) Regulations 1992. Lancaster City Council will minimise risks to DSE Users, so far as is reasonably practicable.

**Implementation:** It is the responsibility of line managers to ensure that staff members are aware of and understand this policy and any subsequent revisions.

**Compliance:** This policy complies with all relevant regulations and other legislation.

### 3.0 ORGANISATION AND MANAGEMENT RESPONSIBILITIES

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Whilst it is neither possible nor desirable to fully define responsibilities, the following give the main responsibilities in relation to this policy:

#### **Chief Executive Officer**

- The Chief Executive Officer has overall responsibility for ensuring that the Company meets its statutory obligations and that effective arrangements for the management of health and safety are put in place.
- The Chief Executive Officer executive responsibility to manage Health and Safety including compliance with Health and Safety at Work Act, etc. 1974 and other relevant legislation, best practice guidance and Company policies to meet legal and organisational requirements.

#### **Senior Leadership Team**

- To ensure effective health and safety management structure.
- To ensure that key posts are filled by competent individuals and the requirements of these posts are being met.
- To ensure that the Senior Management Team gives matters of health and safety equal importance as other key business functions.
- To ensure that the Senior Management Team provides as far as is reasonably practicable the resources deemed necessary, to fulfil the requirements determined by statute.
- Review safety performance of the Company with the Senior Management Team.

#### **Line Managers**

Have direct responsibility for health and safety matters relating to premises under their control and for persons reporting directly to them and are therefore responsible for the implementation of the provisions of this policy for the homes/departments under their jurisdiction by:

- Consulting employees on DSE work.
- Ensuring all DSE assessments are carried out for staff in their area of responsibility.
- Carrying out and implementing suitable and sufficient risk assessments.
- Implementing measures to reduce the risk.
- Authorising eye and eyesight tests to employees who have been identified as DSE Users.
- Where actions are identified ensure that they are adequately addressed and resolved in a timely manner.

#### **The Health and Safety Team**

- The Health and Safety Team have overall responsibility for providing advice and assistance the implementation of this policy within their respective services.
- Undertake and complete Level 2 assessments, providing a report and recommending necessary actions, where required.

#### **Health and Safety Representatives / Trade Union Representatives**

Health and Safety / Trade Union Representatives have certain responsibilities and duties and are able to audit and complete inspections where required.

A health and safety representative is a fellow worker who represents other union members to look after the health and safety at work of people they work with.

Health and Safety Representatives have the right to:

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- Take an active part in workplace risk assessments.
- Investigate potential hazards and 'dangerous occurrences' and examine the accident data.
- Investigate members' complaints.
- Carry out inspections of the workplace in work time, at least every three months.
- Be consulted on new working practices and new technology.
- Receive safety information from their employer (such as inspectors' reports, hygiene surveys and risk assessments).

## **Employees**

Employees are responsible for co-operating with Managers to enable them to provide a safe working environment and ensure legal compliance, namely by:

- Completion of the online training package, initially as part of the induction process, and thereafter as required or as part of the refresher training process.
- Undertake the DSE Self-Assessment, initially as part of the induction process, and again as part of the review process.
- Seek advice from line managers (and the health and safety team where required) to resolve any issues arising from a DSE Assessment.
- Repeat self-assessments as required e.g. if there are any significant changes to work equipment or environment, or as advised by line managers or health and safety Manager.
- Set up workstations in accordance with the guidance provided by the DSE Regulations.
- Report any health problems which may be related to computer work, to their Line Manager.

## **4.0 DEFINITIONS**

### **Display Screen Equipment (DSE and Visual Display Units (VDU)**

Means any alphanumeric or graphic display screen, regardless of the display process involved e.g. display screens, desk top computers, laptops, iPads, tablets, other touch screens, microfiche and other similar devices.

### **User/Operator**

A User means an employee who habitually uses display screen equipment as a significant part of his/her normal work.

The HSE guidance states: It will generally be appropriate to classify the person concerned as a "User" or "Operator" if they:

- Use DSE for continuous or near continuous spells of one hour or more at a time.
- Use DSE in this way daily.
- Have to transfer information quickly to and from the DSE.

### **Use**

means use for or in connection with work.

### **Workstation**

means an assembly comprising –

- display screen equipment (whether provided with software determining the interface between the equipment and its operator or user, a keyboard or any other input device),
- any optional accessories to the display screen equipment,
- any disk drive, telephone, modem, printer, document holder, work chair, work desk, work surface or other item peripheral to the display screen equipment, and
- the immediate work environment around the display screen equipment.

## **5.0 REQUIREMENTS FOR WORKSTATIONS**

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Minimum requirements for display screen workstations, covering the equipment, the working environment, and the interface (for example software) between the computer and the user or operator are set out in Schedule 1 to the Regulations and are covered within the workstation assessment checklist.

## **6.0 HOMEWORKING**

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For details relating to home working see Homeworking policy and guidance.

## **7.0 WORKSTATION ASSESSMENTS**

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Workstation self-assessments shall be carried out by all employees who use DSE, using the workstation assessment checklist which is located on My Compliance and the Intranet. The results of this assessment will then be reviewed where necessary by the Line Manager, who will help resolve any outstanding problems.

A more formal one-to-one assessment may be carried out by the Health and Safety Team if required e.g. if the Line Manager has specific concerns about the individual or workstation or the employee is experiencing health issues related to the use of the workstation.

The assessment shall be repeated/reviewed if major changes are made to equipment or furniture, if workstations are relocated, if the nature of the work changes or if the health of the user changes.

## **8.0 LAPTOP COMPUTERS AND PORTABLE DEVICES**

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Laptops must comply with the full regulations when they are used for continuous periods of more than one hour per day, on most days. Ideally the keyboard and screen should be separate, and there are several options to achieve this:

- Use with a docking station (preferred).
- Use with a separate monitor.
- Use with a separate keyboard and mouse.

All laptops and their accessories should be as light as possible and should be carried in suitable laptop bags/carriers especially if a laptop is to be carried frequently.

## **9.0 WORK ROUTINE/REST BREAKS**

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In many tasks, natural breaks or pauses occur because of the inherent organisation of the work. Whenever possible, jobs using DSE should be designed to consist of a mix of screen-based and non-screen-based work to prevent fatigue and to vary visual and mental demands. Where the job unavoidably contains spells of intensive DSE work (whether using the keyboard or input device, reading the screen, or a mixture of the two),

these should be broken up by periods of non-intensive, non-DSE work. Where work cannot be so organised, for example in jobs requiring only data or text entry or screen monitoring requiring sustained attention and concentration, deliberate breaks or pauses must be introduced.

Breaking up long spells of DSE work helps to prevent fatigue, eyestrain, upper limb disorders and backache. Most employees will have some control over their own working arrangements and will be able to organise their work to take this into account.

The best way to break up work is to alternate sedentary work with more active tasks, such as filing, photocopying etc. Where this is not possible, more formal breaks may be necessary.

There is no prescribed frequency or duration of breaks from display screen work, however short, frequent breaks are more satisfactory than occasional, longer breaks: for example, a 5-10 minute break after 50-60 minutes continuous screen and/ or keyboard work is likely to be better than a 15-20 minute break every 2 hours.

Where possible, employees will be given the discretion to decide the timing and extent of off screen tasks. Employees who believe that their workload does not permit adequate breaks should bring this to the attention of management.

Changes of activity (time spent doing other tasks not using the DSE) appear from study evidence to be more effective than formal rest breaks in relieving visual fatigue.

If possible, breaks should be taken away from the DSE workstation, and allow the user to stand up, move about and/or change posture.

Users of display screen equipment are encouraged, and will be expected to, take the opportunities for breaks.

## 10.0 EYE/EYESIGHT TESTS / CORRECTIVE APPLIANCES

Under the Health and Safety (Display Screen Equipment) Regulations 1991 as amended, the organisation has a duty to provide 'users' **who so request it**, with an appropriate eye and eyesight test. In Great Britain an 'appropriate eye and eyesight test' means a 'sight test' as defined in the Opticians Act legislation.

The definition of a 'user' is those people that use a computer for most of their working hours and could not do without a computer to do their work.

If an Employee and/or new recruit is defined as a 'user', the company will cover the cost of an eye/eyesight test (costs as detailed below)

If the test shows that the user needs glasses, **specifically for their VDU work**, the company will pay for the cost of a basic pair of frames and single distance lenses solely and specifically for DSE use only (costs as detailed below). However, this does not apply if normal glasses used for other purposes are adequate for VDU work.

Referrals should be accompanied by appropriate written evidence signed by a qualified Optician, please refer to the HR Policy or contact the HR team for more information.

Not all glasses are supplied free of charge. If the 'user' already wears glasses and these are adequate for normal work, including work with DSE, there is no duty for the employer to pay for or towards glasses.

Additional costs over the limit and all costs associated with the staff member's choice above a basic pair of frames and lenses (e.g. designer frames, tinted lenses etc.) cannot be claimed by the employee.

### Frequency of testing



Eye and eyesight tests should be provided:

- as soon as practicable after display screen users have made a request.
- for recruits or employees who are to become users and have made a request. In such cases the test must be carried out before the employee becomes a user.
- for users at regular intervals after the first test, provided they want the tests. Intervals for repeat testing will be as recommended by the clinical judgement of the optician. The frequency of repeat testing needed will vary between individuals, according to factors such as age.  
The company is not responsible for any corrections for vision defects or examinations for eye complaints which are not related to display screen work which may become necessary within the period. These are the responsibility of the individual concerned.
- for users experiencing visual difficulties which may reasonably be related to the display screen work, for example visual symptoms such as eyestrain or focusing difficulties.

Repeat eye tests are usually required every two years. More frequent eye tests will only be paid for if prior arrangements have been made.

Users, or those about to become users, can request an eye test, for which reimbursement will be made up to the maximum costs stated. Higher payments for tests conducted privately will not be made.

### **Care and Replacement of Spectacles**

The employee is personally responsible for the safekeeping of spectacles. Under the Health and Safety at Work Act, etc. 1974 it is an offence to interfere with, or misuse, anything provided in the interest of health and safety. Employees are expected to demonstrate the same degree of care for spectacles as for any other item of company property.

Users are entitled to claim payment for repeat NHS eye tests as recommended by a qualified optician. Payment for further changes will be restricted to the cost of new lenses, due to changes in eyesight. Further contributions to the replacement of frames within the overall limit will only be made where the frames are no longer fit for purpose.

## **11.0 INFORMATION AND TRAINING**

All employees who use display screen equipment will be given training to enable them to work without risk to health.

Further advice & information is available from the HSE website and free to download:

- [INDG36 – Working with VDU's](#)

## **12.0 MONITORING & REVIEW**

The ongoing implementation of the Display Screen Equipment policy will be monitored through the supervision and the company H&S Audit process.

Any member of staff with a health concern regarding use of VDU's should ensure that it is discussed with their supervisor / manager.



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## **1.0 INTRODUCTION**

Lancaster City Council has a legal duty to ensure, so far as is reasonably practicable, the health, safety and welfare at work of their employees. This duty includes protecting employees' physical and mental wellbeing from violence at work.

This document links to the Council's Health and Safety at Work Policy and aims to advise and support managers whose employees may be exposed to violence and aggression in the workplace. It is known that some services within the authority have local policies and working processes that are relevant to their working environment on this matter.

The Health and Safety at Work Act 1974, and the Management of Health and Safety at Work 1992 regulations, impose duties and obligations on employers to manage the risks associated to their workplace and their activities. These duties also extend to the protection of staff regarding conflict, violence and aggression related incidents at work. Lancaster City Council does not tolerate bullying, harassment, aggression or violence of any kind, whether by an employee, manager, third party or a member of the public.

## **2.0 GENERAL STATEMENT**

Lancaster City Council believes its employees have the right to work in a safe environment and will not tolerate behaviour which is abusive, offensive, threatening or violent.

Lancaster City Council is committed to providing a quality service to all our customers and residents. In return, we expect everyone who comes into contact with our staff to treat them with respect.

## **3.0 ORGANISATION AND MANAGEMENT RESPONSIBILITIES**

### **Chief Executive Officer**

The Chief Executive Officer has overall responsibility for ensuring that the Company meets its statutory obligations and that effective arrangements for the management of health and safety are put in place.

### **Chief Officers**

The Chief Officers have executive responsibility to manage Health and Safety including compliance with Health and Safety at Work Act, etc. 1974 and other relevant legislation, best practice guidance and Company policies to meet legal and organisational requirements.

Where justified in the interest of the safety of Officers, Chief Officers are to approve Staff Warning Register requests are without delay.

In the most serious cases, Chief Officers will support and help facilitate legal enforcement where such incident is deemed significant enough to warrant such course of action.

### **The Health and Safety Team**

The Health and Safety Team have overall responsibility for providing advice and assistance the implementation of this policy. This team is responsible for:

- Monitoring of all violence related incidents that have been reported via the online reporting system (My Compliance)
- Reporting incidents, including violence related incidents, to the HSE that meet the requirements of RIDDOR reporting regulations.
- Ensuring that following an investigation, relevant risk assessments and any local procedures are reviewed and any remedial action required to improve the effectiveness of control measures are implemented and documented within the risk assessments.
- Advise the Senior Leadership Team of such reports and of any corrective actions required.
- Collate suitable data for health and safety performance reports for senior management.
- Where identified some cases may be referred to the Council's Monitoring Officer for further action to be taken.

### **Line Managers**

- Remaining alert to the possibility of violence and aggression occurring to themselves and their employees wherever they may work and not knowingly putting them and others at risk.
- Ensuring all employees are aware of their health and safety responsibilities and that they need to take reasonable steps not to place themselves, or others, at risk of harm. Employees are also expected to co-operate fully with any corporate or local procedures that are introduced to help protect their safety.
- Identifying the possibilities of violence and aggression at work, assessing the level of foreseeable risk and implementing controls that either eliminates or reduces the level of risk. This could be a specific violence at work risk assessment, or assessing the risk of violence and aggression as part of an overall task or working process (e.g. those working alone, public spaces, working away from the office; working with vulnerable adults, children or other members of the public).
- Implementing systems to ensure managers offer the appropriate level of supervision to employees who may face violence and aggression in the workplace, so they can work in reasonable safety.
- Making the best use of known information regarding individuals, groups, areas or environments, for example, as part of work activity/task planning. Where appropriate, also share authorised information which will help others to work safely. This may include sharing information across services and external agencies.
- Regularly testing and reviewing working procedures, risk assessments, risk controls and emergency plans, especially when tasks/circumstances change, or following an incident being reported. For example, simple questions may be; do employees follow the lone working procedure? did the emergency response plan work? who was helping who? what effect would staff holidays and sickness have? do the police arrive quickly when requested?
- Reviewing violence and aggression incident information and other related data, so it can be used as part of future work planning, or risk assessment, or working process reviews, as well as identifying potential hot spots.
- Ensure all threats of, or actual incidents of, violence and aggression towards employees are formally reported and recorded. Depending on the severity of the incident, this could be a simple log or record, or reported via the Council's online accident incident reporting software (My Compliance), especially where injuries and/or absence occurs. Some incidents will also need to be reported to the Police and usually the victim would do this, unless they are incapacitated. It is important for a manager to support

this reporting activity. In some instances, the Police may have already been called to the incident scene.

- Following any violence and aggression incident, it is very important that those involved are offered suitable, on-going support as soon as is reasonably possible. This could be
  - allowing for time out, a debrief, first aid, counselling, agreed absence from work, alternative duties or work patterns, in order for them to come to terms with what has happened. Each incident will need to be treated differently, as individuals will cope with this type of incident differently, so their support needs are likely to vary.
- Managers should ensure that all incident logs, records and online violence incident reports are completed accurately and in good time, ensuring that all of the facts are recorded, avoiding subjective opinion or hearsay.
- All violence and aggression incidents need to be investigated and appropriate actions taken to reduce the risk of future events. The level of investigation and actions required will vary, depending on the severity of the incident.
- Where the police are involved and are carrying out their own investigation, it may be difficult for management to carry out follow up investigations. However, this does not prevent managers from offering on-going support to those involved.
- Ensure that adequate training, instruction and information has been given to employees to enable them to deal with potentially aggressive and violent incidents while in work and when out and about. The Learning and Development team can assist managers with these training needs.
- Where Managers deem it necessary, they must complete a Staff Warning Register Request Form and send to their respective Chief Officer for approval.

## **Employees**

Employees are responsible for co-operating with Managers to enable them to provide a safe working environment and ensure legal compliance, namely by:

- Undertaking and completing any required identified conflict training package(s), and thereafter as required or as part of the refresher training process.
- Work in accordance with the risk assessment and adhere to the control measures in place.
- Where employees have been assaulted and or feel at threat the Police are to be contacted immediately where safe to do.
- Are to retreat to a place of safety where there is a significant risk present
- Cooperating by communicating any potentially violent situations to the Line Manager or trade union safety representative.
- Report any incidents of violence or threatening behaviour to your Line Manager. In many cases, incidents of assault may occur away from the Council's premises, and it is important that these are reported to your Line Manager, however trivial the incident may seem.
- Report any concerns, to their Line Manager.
- Appropriately wear and use the People safe device where issued
- Report any event of workplace conflict on My Compliance.

## **Health and Safety Representatives / Trade Union Representatives**

Health and Safety / Trade Union Representatives have certain responsibilities and duties and are able to audit and complete inspections where required.

A health and safety representative is a fellow worker who represents other union members to look after the health and safety at work of people they work with.

Health and Safety Representatives have the right to:

- Take an active part in workplace risk assessments.

- Investigate potential hazards and 'dangerous occurrences' and examine the accident data.
- Investigate members' complaints.
- Carry out inspections of the workplace in work time, at least every three months.
- Be consulted on new working practices and new technology.
- Receive safety information from their employer (such as inspectors' reports, hygiene surveys and risk assessments).

#### 4.0 DEFINITIONS

The Health and Safety Executive defines violence at work as:

"Any incident, in which the person is abused, threatened or assaulted in circumstances relating to their work."

As examples this means:

- Threatening behaviour - including, intimidation, bullying, ostracism, mobbing stalking, harassment. The inappropriate use of social media and or telecommunication (Cyber-bullying) and threats with weapons or dogs.
- Verbal abuse – The use of inappropriate words or behaviour causing distress, including shouting, swearing or insults, racial, or sexualised intent.
- Physical violence – "The intentional application of force to another person, without lawful justification, resulting in physical injury or personal emotional discomfort." Including, hair pulling, slapping, punching, nipping, biting, kicking, spitting, hitting, butting, stamping or sexualised abuse. It may also include the more extreme forms of violence, using weapons (not just restricted to wooden/metal bars, chairs, sharp implements or bladed items), chemicals, setting off a dog or threat to do so and firearms.

For Lancaster City Council the above definitions apply to all employees at all levels, although it is understood that some employees may be at a higher risk of violence and aggression than others. The nature of violent and aggressive behavior experienced by employees falls into two broad categories, behavioural or intentional (malicious), due to the work they do, or the services they provide to the public.

#### 5.0 RISK ASSESSMENT

All risks must be suitably assessed and recorded on sufficient risk assessment. The risk assessment should be undertaken by the Line Manager for the service and communicated to the employee.

Considerations during in assessments need to include:

##### Types of Violence and 'potential' risk situations

Most incidents of assault which occur at work are those inflicted by service users and members of the public on Council employees. There are a few areas in which employees may potentially be exposed to violence:

- Whilst working in the customer service contact centre.
- Whilst working in a customer service role at any of our premises or at any planned and organised event.
- Whilst working alone or away from a workplace.
- Whilst handling money or valuables.
- Whilst providing repairs or maintenance services to district residents in their own home.
- Whilst carrying out inspections or enforcement duties.
- Whilst working with individuals who are under the influence of drugs or alcohol.
- Whilst working with individuals with mental health problems.
- Whilst undertaking location independent working (LIW)

##### Working Alone in any Establishments

- Where possible, lock entry doors but ensure that there is still safe access and exits in the event of an emergency.
- Unexpected callers must always have their credentials checked before being permitted to enter the establishment.
- There should be suitable means to summon help in the event of an emergency whether by phone, TEAMS or Peoplesafe.

*Note – further information can be located within the Lone Working Policy*

### **Handling Money or Valuables**

- Special arrangements should be made for handling and carrying money. Refer to the departmental arrangements.
- In situations where cash is taken to a bank the routes and times should be varied wherever possible.
- Cash must not be left on view. Surplus throughout the day should be stored away in a safe place.
- Arrange the work area so that there are easy escape routes if required.
- In situations where safety feels threatened, help should be sought immediately.
- There should be a suitable means to summon help in the event of an emergency

### **Whilst providing Services to Service Users in or near to their own home**

- Ensure a dynamic risk assessment has been undertaken.
- Check previous history including reports of violence/behavioural issues.
- Report any abusive violent behaviour immediately to your line manager who should review the plan/risk assessment.

## **6.0 REPORTING**

For any 'situations' that made any employee feel uncomfortable in any way or where any conflict situation caused service disruption, please report on MY Compliance Management - Incidents ([my-compliance.co.uk](https://my-compliance.co.uk))

### *Note*

The RIDDOR regulations 2012 require that acts of non-consensual verbal or physical violence which result in specified injuries, and/or an absence from work for more than seven calendar days, need to be reported to the HSE. Such reports will be made by the Health and Safety team.

## **7.0 INFORMATION AND TRAINING**

These documents and others can be found on the Health and Safety Intranet page Health and Safety - [Policies and Guidance](#)

- Health and Safety at Work Policy
- Lone Working Policy
- Guide to Personal Safety for Councillors
- Risk Assessment Policy
- Corporate Lone Worker (Peoplesafe) Monitoring System

### **Training**

Training, instruction and information will be given to employees identified as being 'at risk' to enable them to deal with potentially aggressive and violent incidents while in work and when out and about. The Learning and Development team can assist managers with these training needs.

## **8.0 MONITORING & REVIEW**

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Monthly statistical analysis will be provided to the Senior Leadership Team in a monthly overview report.

RIDDOR will be a regular agenda item for health and safety meetings.

This policy will be reviewed every 2 years, or after any such incident deemed to be severe which require an earlier review.

**PEOPLE AND OD COMMITTEE****Pay Policy Statement 2025/2026  
Thursday 6<sup>th</sup> March****Report of the Chief Officer – People and Policy****PURPOSE OF REPORT**

To ask that People and OD Committee consider and recommend to Full Council the Pay Policy Statement for 2025-2026 as required by the Localism Act 2011

**This report is public**

**RECOMMENDATIONS**

- (1) To consider and recommend to Full Council, on 12th March 2025, the Pay Policy Statement 2025-2026**

**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 Salary ranges are in-line with the most recent pay award. A further pay award is due wef 1<sup>st</sup> April 2025.

### 3.0 Conclusion

- 3.1 Members are asked to consider and recommend the 2025-2026 Pay Policy to Full Council.

<b>CONCLUSION OF IMPACT ASSESSMENT</b> <b>(including Health &amp; Safety, Equality &amp; Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):</b>  No notable impact.	
<b>LEGAL IMPLICATIONS</b>  The Council has a statutory obligation, pursuant to s38 of the Localism Act 2011 to approve annually a Pay Policy Statement	
<b>FINANCIAL IMPLICATIONS</b>  No financial implications	
<b>OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces</b>  There are no resource implications arising from this report	
<b>SECTION 151 OFFICER'S COMMENTS</b>  The Section 151 Officer has been consulted and has no comments	
<b>MONITORING OFFICER'S COMMENTS</b>  The Monitoring Officer has been consulted and has no comments.	
<b>BACKGROUND PAPERS</b>  2025-2026 Pay Policy JNC Conditions of Service Handbook	<b>Contact Officer:</b> Alex Kinch <b>Telephone:</b> 01524 582083 <b>E-mail:</b> <a href="mailto:akinch@lancaster.gov.uk">akinch@lancaster.gov.uk</a>



## **Lancaster City Council Pay Policy Statement 2025 - 2026**

### **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 2025/2026.
- 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:
  - 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 Officer – 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
- 3.3 All the posts named at 3.2 fall into a pay grade which currently starts from £59,157 up to a maximum pay point of £73,705 (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).
- 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) is paid on a fixed salary of £131,256. There has not been an agreement of pay award for 2025/2026, therefore the salary will remain the same as 2024/2025, pending any national pay award agreement.

## **5. Remuneration of other Chief Officers**

- 5.1 Chief Officers are paid within a band which starts from £75,396 up to a maximum of £82,732. There has not been an agreement of pay award for 2025/2026, therefore the salary will remain the same as 2024/2025, 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 People and OD 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 / received any other severance payment, 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 - 47.
- 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 1<sup>st</sup> 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 People and OD Committee for consideration, for subsequent referral to Council.

**18. Accountability and Decision Making**

- 18.1 In accordance with the Constitution of the Council, People and OD 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.

**JOINT NEGOTIATING COMMITTEE**  
*for*  
**LOCAL AUTHORITY CHIEF OFFICERS**

**CONDITIONS OF SERVICE**  
**HANDBOOK**

**UPDATED 8 August 2017**

<b>Employers' Secretary:</b>	<b>Officers' Side Secretary:</b>
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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 service
 which 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](#).

**ANNEX 1****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.

<b>PEOPLE AND OD COMMITTEE</b>
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**Gender Pay Gap Reporting****6<sup>th</sup> March 2025****Report of the Chief Officer – People and Policy**

<b>PURPOSE OF REPORT</b>
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To enable the Committee to consider the Gender Pay Gap report, and the comparison between figures for 2023 and 2024.
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This report is public
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**RECOMMENDATIONS**

- (1) That People and OD Committee notes the gender pay gap report and the figures provided for 2024.**

**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 31<sup>st</sup> March each year.
- 1.2 The Council is due to publish its figures in line with these regulations, and the report is appended.
- 1.3 The figures published show both the mean and median pay gaps, which are lower than the national averages. The report also acknowledges that previous year's gender pay gap data has been reported incorrectly due to an error with the data.
- 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 2024 Gender Pay Gap figures**

- 2.1 Gender Pay Gap figures for 2024 are as follows:
1. Mean Gender Pay Gap 3% (compared to 4.3% in 2023)
  2. Median Gender Pay Gap 5% (compared to 11% in 2022)
- 2.2 These figures, when compared to the figures for 2023, show that the mean pay gap has decreased slightly but the median pay gap has reduced substantially. The reduction in the median pay gap is largely explained as a result of a 5% reduction of males employed in

grade 8 and above roles, whilst the number of women employed in the same grade bracket has increased by 1%. Research by the Global Payroll Associated suggests that the UK's annual gender pay gap score widened to 13.8% in 2024. Therefore Lancaster remain well below the national average, where the gender pay gap has been closing very slowly.

- 2.3 Casual staff have historically been included in the methodology for gender pay gap reporting at the Council. However, it has come to light that previous gender pay gap reporting has included casual staff as earning £0 per hour. This glitch has skewed the mean gender pay gap; this has been corrected for 2024 and previous years as follows:

Year	Mean hourly rate pay gap	Median hourly rate pay gap
2024	3%	5%
2023	4.30%	14%
2022	3.10%	11%
2021	3.30%	9.48%

### 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. The vast majority (61%) 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. Whilst our upper quartile gender pay split is fairly even (52% male 48% female), there are 60% male staff within upper middle quartile compared to 40% female.
- 3.2 A high proportion (62%) 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.
- 3.3 A 3% mean gender pay gap is well below the national average but the Council remains committed to reducing the gender pay gap. There exists continuous engagement with the Women's Network which has led to suggestions including:
- Share the Council's flexible working policy and guidance information with all staff
  - Ensure vacancy forms ask recruiting managers to consider whether a job share or part time working could be an option
  - Create shadowing and mentor opportunities at all levels to ensure women have the opportunity to experience other roles to help them understand their development needs and to help build confidence
  - Continue to provide safe spaces for women to share and discuss topics that are meaningful to them
- 3.4 Some of these suggestions have already been actioned and others are included in our existing three-year People Plan. Other workforce strategies within the plan include:
- A commitment to reviewing our EDI practices and policy – the plan to ensure our recruitment and employment practices are non-discriminatory

- Our training and development programme for all people managers – which will cover equality issues in HR workshops and through accredited leadership qualifications
- Continued review of our recruitment practices to reduce the potential for unconscious bias, including our use of structured interviews so all applicants are assessed using pre-specified criteria and digitalisation
- Our increased focus on intelligent decision making – through the use of the HR dashboards and putting it on the leadership team agenda
- Our restructuring, which puts people management (and therefore EDI in employment practices) on the senior leadership team – making it central to all decision making
- Our commitment to maintaining our Real Living Wage accreditation and using our job evaluation scheme to ensure that grades are allocated to job roles according to responsibility carried and nothing else
- Our continued commitment to hybrid working and other flexible working practices – making it easier for those with caring responsibilities to balance them with their work
- New approach to employee engagement to improve the options available for people to feedback on issues
- Continued embedding of our values and behaviours so that employees understand our commitment to inclusion
- New approach to talent management and development of career pathways, with the aim of supporting the potential in all of our people to develop, including the promotion of apprenticeships to increase skills, qualifications and experience
- Continued tight monitoring of any requests for changes in pay

#### 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'. The Council is also a Real Living Wage Employer.
- 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's gender pay gap is favourable when compared to national averages. However, the Council has continued to develop and promote a range of workforce strategies, as outlined above, that contribute towards addressing the gender pay gap by enabling the Council to recruit and retain talent, which has seen the gender pay gap reduce since 2023.

#### **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**

2024 Gender Pay Gap Report paper to be published on the council's website by 31<sup>st</sup> March 2025

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**E-mail:** [akinch@lancaster.gov.uk](mailto:akinch@lancaster.gov.uk)



## Gender Pay Gap March 2024

### Introduction

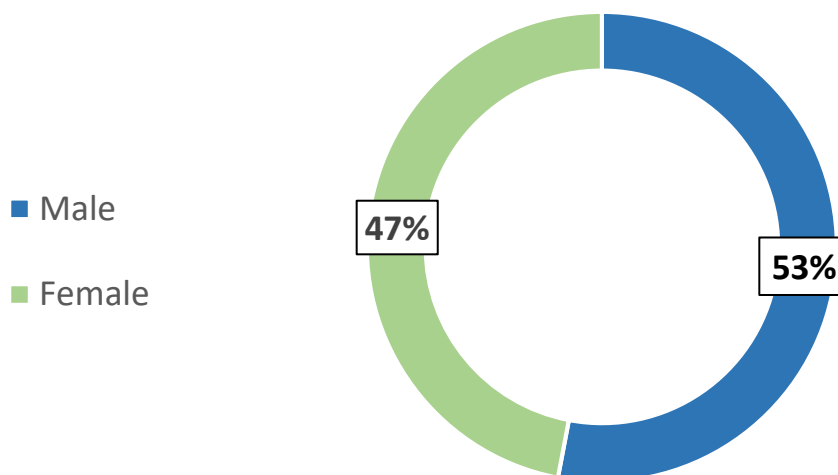
The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require that organisations with 250 employees or more must publish specific figures about their gender pay gap every year on a snapshot date of 31st March. This includes the requirement to base calculations on the ordinary pay for all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

### Gender Split

On 31st March 2024 our workforce totalled 888 individuals, of which 473 (53%) were male and 415 (47%) 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:

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

## Gender Pay Gap

Year	Mean hourly rate pay gap	Median hourly rate pay gap
2024	3%	5%
2023	4.30%	14%
2022	3.10%	11%
2021	3.30%	9.48%

## Bonus Gender Pay Gap

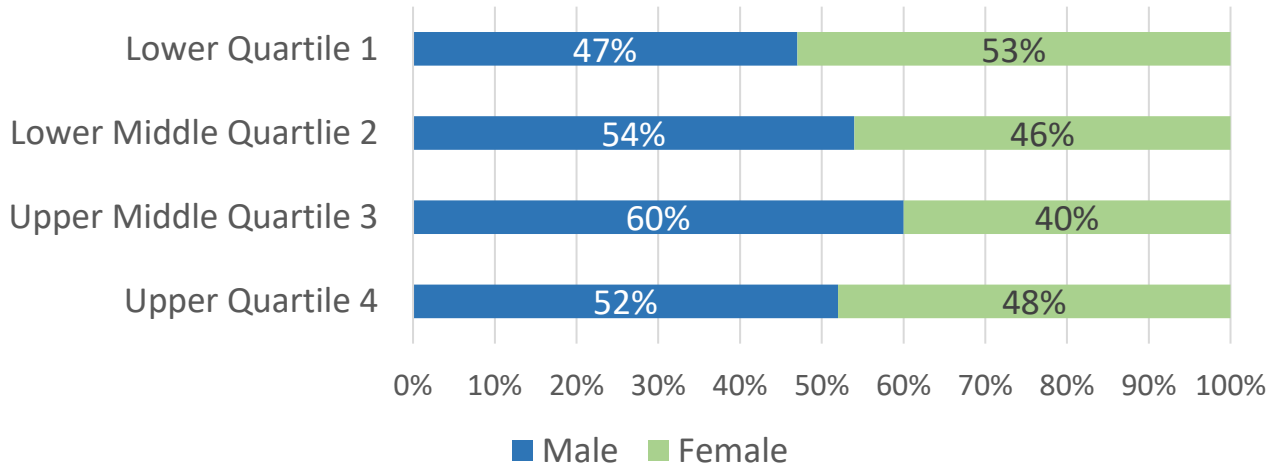
The only payment made by the council that meets the definition of a 'bonus' is a long service award, which is provided through a voucher of up to the value of £150 awarded to employees on completion of 25 years of service.

For the year 2023/24, 6 employees received the long service award of which 3 were male and 3 were female.

Gender	Percentage of staff in receipt of a bonus
Male	0.6%
Female	0.7%

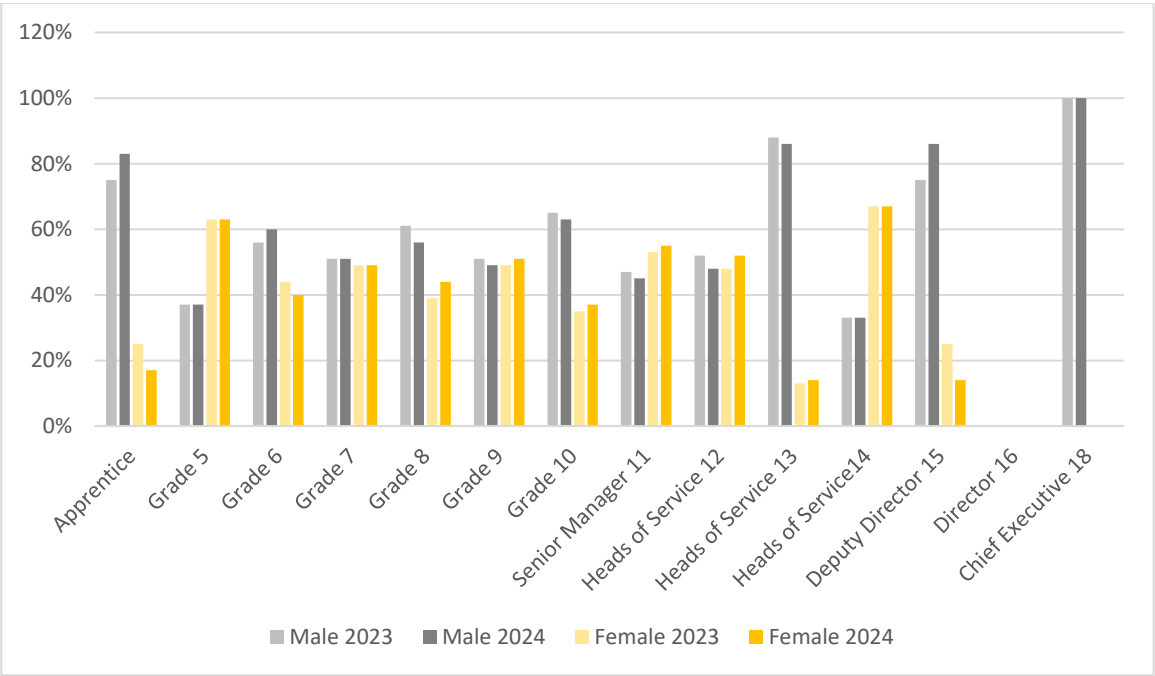
Mean Bonus Gap	0
Median Bonus Gap	0

## Quartile Pay Band



The percentage of females in Upper Quartile 4 has remained consistent at 44% for the last few years but increased slightly to 45% in 2023 and increased again in 2024 to 48%. The proportion of females in lower pay quartiles has decreased although there was a slight increase in percentage of females in Lower Middle Quartile 2 from 45% in 2023 to 46% in 2024 the lower quartile 1 decreased to 53% (a difference of 3% for the lower quartiles). The figure has also remained the same for females in the upper middle quartile 3 staying at 40%.

Proportion of Males and Females by Grade



Grade*	Male		Female	
	2023	2024	2023	2024
Apprentice	3	5	1	1
Grade 5	56	52	94	89
Grade 6	145	142	115	94
Grade 7	56	56	54	54
Grade 8	117	93	76	73
Grade 9	44	36	43	37
Grade 10	26	29	14	17
Senior Manager 11	22	17	25	21
Senior Manager 12	15	15	14	16
Heads of Service 13	7	6	1	1
Heads of Service 14	1	1	2	2
Deputy Director 15	6	6	2	1
Director 16	0	0	0	0
Chief Executive 18	1	1	0	0

## Trend Analysis

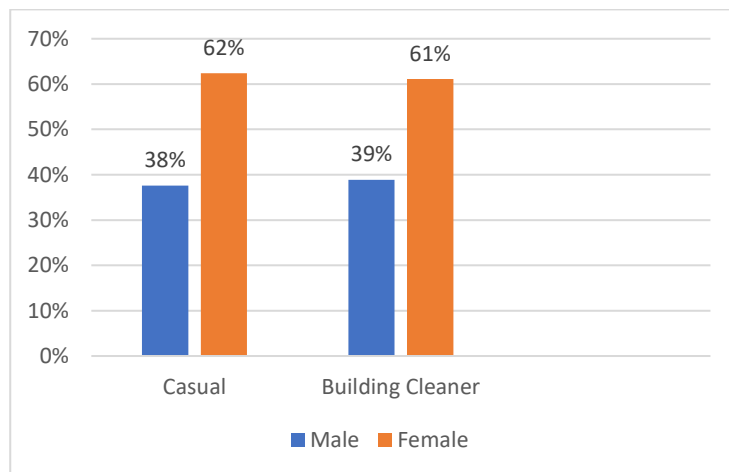
The data tells us that in 2024 on average males are paid 3% (mean figure) more than females, this is an decrease of 1.3% from the previous year.

The median pay gap is less than mean pay gap at 5%, a decrease of 9% 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 2023. 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. Grade 5 falls within the Councils reported Lower Quartile 1.

## Grade 5 Analysis

Because Grade 5 changes have been material and the proportion of females is the highest at Grade 5 (63%) compared to other pay grades, a breakdown of roles undertaken within Grade 5 can be shown below by gender.



Grade 5 Further Analysis			
Casual	Male	47	37.6%
	Female	78	62.4%
		<b>125</b>	
Building Cleaner	Male	7	38.9%
	Female	11	61.1%
		<b>18</b>	

## Casual Employees

Females occupy 61% of the in-house building cleaning functions posts as well as 62% 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.

It should be noted that as a Real Living Wage employer the Council do pay real living wage for our lowest paid staff, which from April 2025 is increasing to £12.60 per hour.

**PEOPLE AND OD COMMITTEE****People Plan Update****6 March 2025****Report of the Organisational Development Manager****PURPOSE OF REPORT**

To update the Committee on the progress of the People Plan.

This report is public.

**RECOMMENDATIONS**

**That the Committee acknowledges the progress made on the People Plan to date. Questions or feedback are welcome.**

**1.0 Introduction**

- 1.1 This report sets out a summary of the progress made on the People Plan.
- 1.2 The People Plan is the Council's strategic plan to enable employees to work at their best to support the delivery of the Council Plan.

**2.0 Background**

- 2.1 The People Plan was introduced in April 2023 following extensive consultation with employees. Surveys and feedback from staff networks, trade unions and leadership team informed the content and priorities of the Plan.
- 2.2 It is an ambitious three year plan built on five commitments that describe the outcomes we hope to achieve:
  - we are an employer of choice;
  - we are one team;
  - we are serious about learning and development;
  - we are future focussed; and
  - we lead with courage and compassion.

**3.0 Year Two Progress**

- 3.1 We are an employer of choice
  - Recruitment Strategy developed – implementation is now underway, including use of the LGA recruitment campaign 'Work For Your Local Council', improved guidance for managers, development of key analytics, new role profiles with supporting guidance (currently being trialled), development of job adverts that are aligned to the role profiles, manager training, continued development of the Applicant Tracking System, consideration of how we can continue our digitalisation journey (using existing AI capabilities within our Microsoft licence).

- Exit interviews have been redesigned and promoted.
- We continue to run the in person corporate induction and use our refreshed approach to induction and onboarding.

### 3.2 We are one team

- Design of a job shadowing programme is underway.
- We continue to promote the use of team wellbeing action plans.
- Wellbeing Strategy continues to be delivered with the help and support of the staff networks.
- A refreshed format for our staff engagement event was launched, called 'Connecting Colleagues', and very positive feedback was received.
- The Staff Survey has recently closed, and next steps involve action planning via focus groups.
- An EDI Strategy is being developed, starting with work to understand what we need to do to ensure we deliver our intention to be a more inclusive organisation, weaving EDI principles into our suite of People Manager Essential courses, and improving our EDI data dashboard. Further, we plan to improve governance across our staff networks to strengthen the work already done and continue to deliver accessibility training.

### 3.3 We are serious about learning and development

- Our performance management framework, including the 'Annual Conversation', is currently being reviewed after its launch in Year 1 of the People Plan, in light of feedback from colleagues and our internal audit processes. This is due to be relaunched over the next few weeks.
- Delivery of the Learning and Development Strategy continues and has been interwoven to a greater extent with the Annual Conversation.
- A review of the corporate training budget has taken place and is being partially devolved to service areas.
- Apprenticeship Levy has been used to deliver leadership and management programmes.
- A plan to introduce coaching as a management skill has been developed and pilot training courses have been delivered to excellent feedback, the first one is an introduction to coaching course for all employees to attend, and the second is titled 'Manager as Coach and Guide', which is a course for managers. These courses will continue, and the Apprenticeship Levy will be used to fund higher level coaching qualifications (Level 5), due to start after Easter. A formal bank of coaches will then be available to be accessed by all staff, along with managers using coaching skills in their day to day work. Our approach to mentoring will then be developed.
- A teambuilding support toolkit for managers has been created and is available on our intranet pages. The HR Operations team have been briefed so that they can work with managers as they see appropriate.
- Work on improving career pathway visibility and career conversations has started, linked to the role profile work. Work is also underway to create a robust approach to workforce planning, which is needed so that the career pathway work can be introduced.

### 3.4 We are future focussed

- Enabled manager work continues, starting with the development of a guidance intranet site for managers.
- Future skills development has been designed into the performance management framework.
- Service planning approach has been developed, so that it is clear how individual services are delivering the Council Plan.
- People metrics dashboard continues to be developed.

3.5 We lead with courage and compassion

- Leadership and management development programmes implemented, for new managers, existing managers and aspiring managers, using the Apprenticeship Levy and internal resources, as well as using the District Council's Network aspiring leaders development offering and the North West Employers Tri-Sector Challenge (due to take place in 2025).
- Manager networks developed, including Extended Leadership Team and a more informal manager network for all managers.

4.0 Conclusion

4.1 An extensive amount of work continues to be delivered in line with the People Plan.

4.2 It is intended that the People Plan will be updated in light of the Staff Survey.

**CONCLUSION OF IMPACT ASSESSMENT**

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

It is intended that a positive impact will be made to equality and diversity as a result of this work.

**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. Actions arising from this report are delivered primarily by the Council's HR and OD Team.

**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**

People Plan 2023-2026

**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 courage and compassion
<ul style="list-style-type: none"> <li>We attract, recruit and retain the talent that is right for us</li> <li>We welcome and support all new starters</li> <li>We reach out to schools, colleges and universities</li> <li>We provide pay and reward that is attractive and sustainable</li> <li>We design job roles to be meaningful and interesting</li> <li>We provide the tools and resources to do our work</li> </ul>	<ul style="list-style-type: none"> <li>We care about each other</li> <li>Wellbeing is at the heart of everything we do</li> <li>We work in partnership with each other</li> <li>We feel that we belong here</li> <li>We build connections across the council</li> <li>We respect and value each other's differences and this makes us stronger</li> <li>We appreciate we have different work styles and preferences and support this where we can</li> <li>We appreciate everyone's contributions and let them know about it</li> </ul>	<ul style="list-style-type: none"> <li>We encourage everyone to own their ability to be the best they can be</li> <li>We promote a safe and supportive learning culture where everyone can learn and grow</li> <li>We believe everyone has the potential to succeed</li> <li>We strive to create high performing teams</li> <li>We are committed to Apprenticeships</li> <li>We provide development that is appropriate and timely</li> </ul>	<ul style="list-style-type: none"> <li>We understand what it means to work together and perform at our best</li> <li>We are clear about what we aim to achieve</li> <li>We are empowered</li> <li>We are collaborative</li> <li>We are values led and purposeful</li> <li>We challenge the status quo</li> <li>We are agile and resilient</li> <li>We measure our success by the tangible outcomes we achieve for our residents and communities</li> </ul>	<ul style="list-style-type: none"> <li>We care and encourage each other as people</li> <li>We are open and honest</li> <li>We lead by example, driven by our purpose and values</li> <li>We support our people through change</li> <li>We work in partnership</li> <li>We trust each other to do the right thing</li> <li>We are committed to our success</li> <li>We operate a blame free, positive feedback culture</li> <li>We build teams that are engaged and committed</li> </ul>
<ul style="list-style-type: none"> <li>Recruitment strategy</li> <li>Induction and onboarding</li> <li>Employee benefits and salary</li> <li>Partnerships with local education providers</li> <li>Job and organisation design</li> <li>Employer brand</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing strategy</li> <li>Equality and Diversity</li> <li>Strong internal communication channels</li> <li>Engagement strategy</li> <li>Hybrid and flexible working practices</li> </ul>	<ul style="list-style-type: none"> <li>Learning and development strategy</li> <li>Apprenticeship strategy</li> <li>Career pathways</li> <li>Team building</li> <li>Cross team working</li> <li>Workforce/succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Culture change</li> <li>Embed values</li> <li>Performance Management</li> <li>People metrics</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and Management development</li> <li>Effective people management</li> <li>Foundation of trust</li> <li>Strong teams</li> <li>Service plans and strategies</li> </ul>

## We are an employer of choice

- We attract, recruit and retain the talent that is right for us
- We welcome and support all new starters
- We reach out to schools, colleges and universities
- We provide pay and reward that is attractive and sustainable
- We design job roles to be meaningful and interesting
- We provide the tools and resources to do our work

Action	Why we are 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 2	Applicant and manager feedback No. of applicants per vacancy
Refresh recruitment webpages	Talent attraction and employer brand	Year 1	Applicant feedback and 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 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 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
- Wellbeing is at the heart of everything we do
- We work in partnership with each other
- We feel that we belong here
- We build connections across the council
- We respect and value each other's differences and this makes us stronger
- We appreciate we have different work styles and preferences and support this where we can
- We appreciate everyone's contributions and let them know about it

Action	Why we are 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 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 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 2	Updated policy in place Employee feedback No. of complaints raised about equality and diversity

We are serious about learning and development			
<ul style="list-style-type: none"> <li>We encourage everyone to own their ability to be the best they can be</li> <li>We promote a safe and supportive learning culture where everyone can learn and grow</li> <li>We believe everyone has the potential to succeed</li> </ul>		<ul style="list-style-type: none"> <li>We strive to create high performing teams</li> <li>We are committed to Apprenticeships</li> <li>We provide development that is appropriate and timely</li> </ul>	
Action	Why we are 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 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 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

- We understand what it means to work together and perform at our best
- We are clear about what we aim to achieve
- We are empowered
- We are collaborative
- We are values led and purposeful
- We challenge the status quo
- We are agile and resilient
- We measure our success by the tangible outcomes we achieve for our residents and communities

Action	Why we are 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 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 To ensure all employees are clear on organisational expectations and support available	Year 1	Dashboard developed Employee feedback Manager feedback
Review HR policies to ensure fit for purpose for new ways of working	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 IiP 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 are open and honest
- We lead by example, driven by our purpose and values
- We support our people through change
- We work in partnership
- We trust each other to do the right thing
- We are committed to our success
- We operate a blame free, positive feedback culture
- We build teams that are engaged and committed

Action	Why we are 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 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



**PEOPLE AND OD COMMITTEE****Staff Survey Update****6 March 2025****Report of the Organisational Development Manager****PURPOSE OF REPORT**

To update the Committee on the Staff Survey.

This report is public.

**RECOMMENDATIONS**

**That the Committee acknowledges the work on the Staff Survey to date. Questions or feedback are welcome.**

**1.0 Introduction**

- 1.1 This report sets out a summary of the Staff Survey work completed to date and the plan for further action.
- 1.2 The Staff Survey in this format is a newly launched initiative to improve employee engagement and support employees to work at their best to ensure delivery of the Council Plan.

**2.0 Background**

- 2.1 The work forms part of the Engagement Strategy. Employee Engagement can be defined as 'the involvement and enthusiasm of employees in their work and workplace' according to Gallup, the company who has been tracking employee engagement globally since 2000. It is important as it has been found that those organisations with higher levels of engagement produce better business outcomes, including a higher quality of work, better customer engagement, higher productivity, lower turnover, less absenteeism, more innovation, and many more.
- 2.2 The Staff Survey is therefore intended to measure how employees feel about their work and the workplace. It will be a starting point to understand how employees can better connect with their work and the council as a whole, whilst avoiding burnout. The intention is to run the survey annually so that improvements can be tracked.

**3.0 Information about the Staff Survey**

- 3.1 A set of 23 questions has been put together using the CIPD's Good Work Index, the Local Government Association (LGA) question set and the Bay Wellness question set. This will allow benchmarking against other organisations.
- 3.2 The questions posed are statements such as 'I am satisfied with the council as a place to work', where respondents choose the extent to which they agree using a Likert scale.



- 3.3 The survey ran between 9 January and 13 February 2025 using an electronic form and was/is completely confidential. In person sessions were held at various council locations to encourage participation, and a paper form was also available for those who do not have access to a computer or mobile phone. The Leadership Team was informed of completion rates on a weekly basis.

#### **4.0 Overview of the results**

- 4.1 The completion rate was 45%. This is higher than previous surveys.
- 4.2 The highest scoring themes, where employees felt that they were in agreement or strong agreement were:
- Feeling that they do useful work
  - Having the opportunity to be independent in the way work is delivered
  - Feeling able to share issues with colleagues
  - Having clear vision of what is expected of them
  - Planning to stay in the employment of Lancaster City Council.
- 4.3 The themes that attracted lowest levels of agreement were:
- Career development
  - Pay and benefits
  - Feeling that they have a voice in the organisation.
- 4.4 Levels of disagreement follow the same trends as the themes for agreement, and percentages are generally much low (less than 25% disagreement or strong disagreement, with more than half the statements attracting less than 15%).
- 4.4 The results show the passion and commitment that employees have for working for the council, and that Lancaster City Council is a good place to work. They also show that there is room for improvement in some areas.

#### **5.0 Next steps**

- 5.1 In order to meet the aims of the Staff Survey there will be an action planning phase in March and April 2025 via focus groups.
- 5.2 Focus groups are being organised so that the results can be looked at in further detail so that they be understood in greater depth. The purpose of this will be to identify what already works well in the workplace so that they can build upon and shared across the council, and what needs to be done to improve those areas that are highlighted as needing it. Action plans will be developed both corporately and by services and they will be incorporated into Service Plans. Staff Networks are also being involved.
- 5.3 The People Plan will also be reviewed and updated following the action planning phase.

#### **6.0 Conclusion**

- 6.1 Staff Survey participation rates are higher than normal, and the summary results are very positive.
- 6.2 The next phase will involve the co-creation of action plans to address the issues highlighted.

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

It is likely that a positive impact will be made to equality and diversity as a result of this work.

**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. Actions arising from this report are delivered primarily by the Council's HR and OD Team.

**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**

None

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**Telephone:** 01524 582230

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

**PEOPLE AND ORGANISATIONAL DEVELOPMENT COMMITTEE****HR Team update****6<sup>th</sup> March 2025****Report of the Senior HR Business Partners****PURPOSE OF REPORT**

To provide the Committee with information on initiatives and work that takes place as a result of case work.

This report is public.

**RECOMMENDATIONS**

- (1) That Committee notes the initiatives that have been put in place.

**1.0 Introduction**

- 1.1 HR deal with a wide variety of case work including sickness absence, grievance, disciplinary, flexible working requests, restructures and flexible retirement.

The operational HR team consists of 1.75 FTE Senior Business Partners, 1 FTE Business Partner and 2 FTE HR Advisors.

- 1.2 Below is a summary of the support that we provide:

- Working with managers to support the restructuring of their service areas. This begins with workforce planning, identifying roles at risk vs suitable alternative roles, advising when selection matrix should be used. Identifying any EDI considerations such as disability related absence or pregnancy/maternity. New roles require job descriptions that are evaluated by the team. Supporting the managers and employees with collective and individual consultation meetings including all the pension and redundancy calculations that are required for the meetings, scripts, letters follow meetings. Working with trade union representatives and following the notification of redundancies where required to the government. Reviewing consultation feedback and completing frequently asked questions for employees. Supporting with reports for approval of restructures, and then the delivery of a new structure, and writing any settlement agreements, and liaising with a legal service when required.
- Support and advise managers on the employee lifecycle, ensuring a consistent and fair approach across the organisation. This includes; advising on recruitment, probation, disciplinarys, grievances, mediation, exit interviews, performance improvement, pay and

regrades, sickness, ill health, occupational health, physio, counselling, retirements, annual conversations, support with annual learning and development plans, service planning, wellbeing action plans, maternity and paternity.

- Application of the wellbeing strategy from an HR perspective. We have a network of counsellors, physio, Occupational Health, mental health first aiders and signpost to other organisations to support all employees.

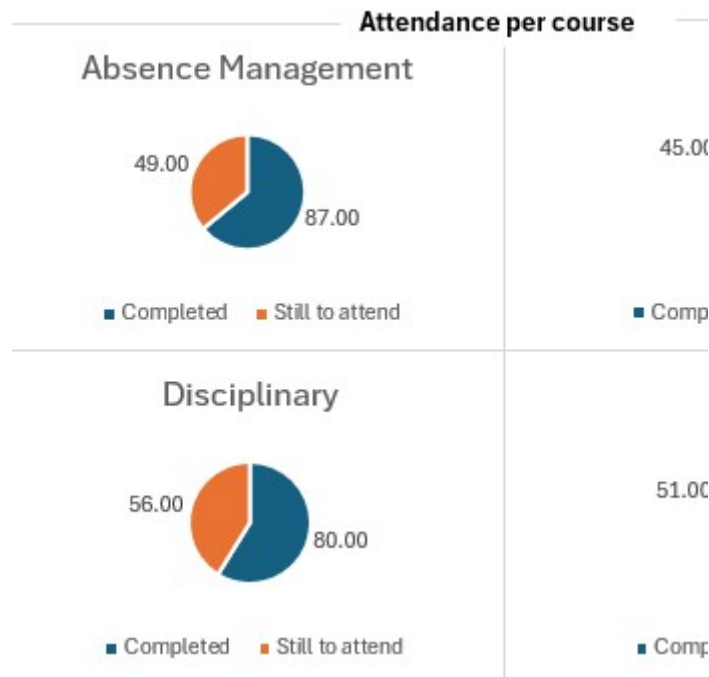
- 1.3 Through the work that we do each case, and situation is different, and learnings and improvements can be taken from each individual case.

We regularly discuss cases and advice given in the HR team and monitor the recommendations, to ensure consistency. Where practical we will update managers guidance and take steps such as asking a manager, to look at their own procedures and supporting the managers through coaching.

- 1.4 When recommendations are wider then service specific, we update guidance in relation to policies and procedures and look at specific knowledge courses to add to our learning zone training courses.

Following feedback during casework, and in order to deliver our service priorities we have:

- Introduced manager guidance on dealing with HAVs and occupational health for managers
- Re-introduced a paid for physio referral for up to 4 sessions, to support people to return to work quicker or help them to remain in work and avoid long NHS wait times
- Identified the need for group preventative physio sessions in manual roles to avoid musculoskeletal injuries, and working with our physio to address this.
- Re-introduced face to face paid for local counselling sessions due to recent case work needs, and the benefit of early intervention to support employees.
- Paid phased return to works supported up to 4 weeks, to encourage and support employees to return to work following periods of absence
- Promoted more widely the health and fitness referral that we offer to staff a paid 6 week use of Salt Ayre facilities.
- Identified an opportunity to work with the established team at Salt Ayre Leisure Centre for all employees to be able to access the healthy weight management programme
- Support managers with updated policy and procedure changes, due to the number of recent policy changes that have been changes in the last 18 months.
- Developed and delivered manager essential workshops for all managers on Sickness Absence, Disciplinary, Grievance, Probation and Appointment Review and Recruitment. This is the first time that we have created bespoke training in line with our own policies and procedures, and created an in-house comprehensive training package that was rolled out to help managers feel confident and competent in carrying out their role as a manager in the most frequently used HR policies and procedures.



- In addition to delivering this new training, videos have been recorded for new managers who can access the key learnings of the training, and the face to face and online training sessions will continue to be run on an annual basis.
- Identified the need and organised externally ran investigation training and presentation training skills to develop the HR team and other managers in increasing knowledge and skills in these areas.
- We are in the process of creating manager guidance for dealing with AWOL cases due to the rise in cases and to expediate the process.
- In addition to providing HR support and guidance the team are in the process of creating a site for managers to access all information. This will be called Enabled Manager, and will contain, policies, procedures, guidance, frequently asked questions, template letters, manager scripts, report templates. This is to provide managers with a toolkit of information that will support the application of policies and be accessible at any time of day or night. The site will also contain any useful updates to documents. It will enable managers with being able to manage the lifecycle of their employee, delivering HR through the line.
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## 2.0 Conclusion

- 2.1 The HR operational team continue to be proactive, review casework learnings, update policies and guidance and recommendations that can support managers and employees going forward.
- 2.2 HR continue to develop managers knowledge on resources available to them and their employees, and support delivery of the People Plan.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b> The Council is committed to good standards of employment practice.	
<b>CONCLUSION OF IMPACT ASSESSMENT</b> (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing) .	
<b>FINANCIAL IMPLICATIONS</b> There are no direct financial implications arising from this report.	
<b>SECTION 151 OFFICER'S COMMENTS</b> The s151 Officer has been consulted and has no further comments to add.	
<b>LEGAL IMPLICATIONS</b> None arising from this report.	
<b>MONITORING OFFICER'S COMMENTS</b> The Monitoring Officer has been consulted and has no comments to add.	
<b>BACKGROUND PAPERS</b>	<b>Contact Officer:</b> Alex Kinch <b>Telephone:</b> 01524 582083 <b>E-mail:</b> <a href="mailto:akinch@lancaster.gov.uk">akinch@lancaster.gov.uk</a>