

**PEOPLE AND
ORGANISATIONAL
DEVELOPMENT COMMITTEE**

6.00 P.M.

10TH JULY 2025

PRESENT:- Councillors Jason Wood (Chair), Paul Hart, Caroline Jackson, Paul Newton and Paul Stubbins

Apologies for Absence

Councillors Phillip Black and Sally Maddocks

Officers in attendance:

Alex Kinch	Chief Officer - People and Policy
Dawn Bradley	OD Manager
Catherine Joyce	Senior HR Business Partner
Scott Cunningham	Transport Manager
Chelsie Gladstone	Senior Corporate Health and Safety Manager
David Richmond	Talent & OD Officer
Stephen Metcalfe	Principal Democratic Support Officer

1 APPOINTMENT OF A VICE-CHAIR

It was moved by Councillor Jason Wood and seconded by Councillor Paul Stubbins: -

“That Councillor Caroline Jackson be appointed Vice-Chair of the People and Organisational Development Committee for the municipal year 2025/26.”

There being no further nominations, the proposition was declared carried.

Resolved: -

That Councillor Caroline Jackson be appointed Vice-Chair of the People and Organisational Development Committee for the municipal year 2025/26.

2 DECLARATIONS OF INTEREST

Councillor Wood declared his interest as an employee and member of UNISON and as a member of Unite the Union, these interests being publicly declared. He also declared that his wife is a member of UNISON, Unite the Union and GMB.

3 MINUTES

The minutes of the meeting held on 6th March 2025 were approved as a correct record.

4 ITEMS OF URGENT BUSINESS AUTHORISED BY THE CHAIR

There were no items of urgent business.

5 HEALTH AND SAFETY POLICY DEVELOPMENT AND REVIEW

The Senior Corporate Health and Safety Manager submitted a report that enabled the Committee to consider and approve a range of amendments and additions to existing policies and procedures. These were:

- **SG22:** Safety Training for Staff.
- **SG23:** Transport and Driving at Work Policy, including Managing Occupational Road Risk.
- **SG36:** Safe Means of Access and Egress.

Each policy was introduced in turn with opportunity for questions and comments from the Committee. No comments had been made at the meeting of JCC on 25th June 2025.

Following a discussion regarding the Transport and Driving at Work Policy it was agreed that Members would be provided with a copy of the Handbook that will be provided for staff.

It was moved by Councillor Paul Hart, seconded by Councillor Paul Newton and unanimously agreed.

Resolved: -

That the following policies, appended to the report, be approved:

- **SG22:** Safety Training for Staff.
- **SG23:** Transport and Driving at Work Policy, including Managing Occupational Road Risk.
- **SG36:** Safe Means of Access and Egress.

6 HR POLICY DEVELOPMENT AND REVIEW

The Senior HR Business Partner presented a report that informed of HR policies for the Committee to consider.

These were as follows:

- Sickness Absence Policy.
- Redeployment Policy.
- Flexible Retirement Policy.
- Performance Improvement Policy.
- Neonatal Care Policy.

Each policy was introduced in turn with opportunity for questions and comments from the Committee. Comments and amendments following the meeting of JCC on 25th June 2025 were set out in the report. It was noted that JCC had recommended deferral of the Transgender and Gender Inclusion Policy until such time as the Government has published their statutory guidance following the April 2025 Supreme Court ruling.

It was moved by Councillor Jason Wood, seconded by Councillor Paul Hart and unanimously agreed.

Resolved: -

That the following policies, appended to the report, be approved:

- Sickness Absence Policy.
- Redeployment Policy.
- Flexible Retirement Policy.
- Performance Improvement Policy.
- Neonatal Care Leave Policy.

7 GENDER PAY GAP REPORTING - OPTIONS PAPER

The Organisational Development Manager presented a report asking the Committee to consider the options available to address the Gender Pay Gap by increasing pay for casual workers.

Options presented to the Committee were as follows:

- Do nothing.
- Increase the pay of casual workers to improve the gender pay gap.
- Casual workers are paid an hourly rate plus 12.07% for rolled up holiday pay – include this figure in the gender pay gap calculations.
- Pay casuals a market supplement
- Pay casuals according to the pay grade for the jobs they are undertaking

The Committee was advised that at the meeting of JCC on 25th June 2025, after discussing the financial and staffing implications of each option, JCC had agreed unanimously to recommend the option set out in paragraph 2.2.3 of the report *“pay casual staff according to the pay grade for the work they are undertaking.”*

It was moved by Councillor Jason Wood, seconded by Councillor Paul Stubbins and unanimously agreed.

Resolved : -

To further positively address the Council's gender pay gap that casual workers pay be increased to match the bottom pay point of the grade relevant to the role being undertaken and casual workers are paid an hourly rate plus 12.07% for rolled up holiday pay – include this figure in the gender pay gap calculations.

8 WORKFORCE INCLUSION STRATEGY AND ACTION PLAN

The Organisational Development Manager presented the draft Workforce Inclusion Strategy and Action Plan to the Committee for approval.

The new Workforce Inclusion Strategy had been developed as part of the People Plan 2023-2026 and supports the notion that everyone should have a right to equal access to employment, training and development based on merit alone.

It was reported that since the strategy and action plan were designed, further consultation had taken place, with input invited from staff networks, the HR and OD team, trade unions and leadership team.

It was moved by Councillor Jason Wood, seconded by Councillor Paul Hart and unanimously agreed.

Resolved: -

That the Workforce Inclusion Strategy be approved.

9 HR DASHBOARD ANNUAL REPORT - 2024-25

The Report of the Talent and OD Officer presented the annual HR Dashboard report outlining key people metrics for Lancaster City Council over the past year. This includes data on sickness absence, workforce composition, casework, recruitment, and turnover. The report aims to provide insight into workforce trends, to benchmark our performance both internally (year-on-year comparison) and externally (against similar local authorities), and to support evidence-based workforce planning and decision-making.

The options, options analysis including risk assessment were set out in the report.

It was moved by Councillor Jason Wood, seconded by Councillor Paul Stubbins and unanimously agreed.

Resolved: -

- (1) That the Committee notes the contents of the HR Dashboard report.
- (2) That the report continues to be produced on an annual basis, providing regular, consistent data to inform workforce strategy and operational decisions.
- (3) That the data within the report is used to support the development of targeted interventions, where required, and to monitor progress over time.
- (4) That a quarterly report be circulated to the Chair and Vice-Chair of People and Organisational Development Committee and the Cabinet Portfolio Holder with a mid-year and annual report being provided for meetings of the Committee.

10 CHIEF EXECUTIVE APPRAISAL PROCESS

The Chief Officer – People and Policy submitted a report that updated the Committee on the process for the performance management of the Chief Executive and to enable Committee to appoint a sub-committee panel.

Members were informed that the constitution (People and OD Committee Terms of Reference at 4.2 section e) stated that People and OD Committee will appoint a Panel of (usually of three) from the Committee, including at least one Cabinet member, assisted by one independent adviser, to act as an appraisal panel for the Chief Executive. This process is required by the JNC Conditions of Service for Chief Executive.

Appointed Members carrying out the appraisal were reminded to draw on information from their group and feed back to them, so that they draw on and inform the wider views of Members. It was advisable for the Leader to form part of the three-person Member panel.

It was moved by Councillor Jason Wood, seconded by Councillor Paul Hart and resolved as follows:

Resolved: -

- (1) That the Committee appoint a panel of three from the Committee, including at least one Cabinet member, to act as an appraisal panel for the Chief Executive.
- (2) That Councillors Jason Wood Chair of the Committee, Caroline Jackson Vice-Chair of the Committee and Leader of the Council and Paul Newton be appointed as members of the panel.

11 PAY POLICY STATEMENT 2025/2026 UPDATES AND PAY RATIOS

The Chief Officer – People and Policy submitted a report that asked the Committee to consider updates to the Pay Policy Statement for 2025-2026 and recommend to Full Council.

The Pay Policy Statement 2025-2026 was approved at People and OD Committee on 6th March 2025 with some minor suggested amends to be considered at a future meeting. In its original form the Pay Policy Statement 2025-2026 was then approved at Full Council on 12th March 2025, as required by the Localism Act 2011.

Pay Policy 25.26 amends was included in the background papers and consists of the Pay Policy Statement 25.26 as agreed at Full Council, with tracked changes to reflect the relevant updates as requested by People and OD Committee.

Proposed changes were set out in the report as follows:

- 14.2 and 14.3 reflect changes requested at People and OD Committee on 6th March 2025.
- 14.5 includes the addition of pay ratios, as discussed at Full Council on 12th March 2025. It should be noted that this is to be incorporated into the Pay Policy document and is not a separate policy, as is common practice in local authorities.

Members were asked to consider and recommend the updates to the 2025-2026 Pay Policy to Full Council.

It was moved by Councillor Jason Wood, seconded by Councillor Paul Newton and unanimously agreed:

Resolved: -

That Full Council be recommended, on 23rd July 2025, to consider the updates to the Pay Policy Statement 2025-2026 as requested by People and OD Committee.

Chair

(The meeting ended at 7.53 p.m.)

**Any queries regarding these Minutes, please contact
Stephen Metcalfe, Democratic Support - email sjmetcalfe@lancaster.gov.uk**