

## AGENDA FOR EMPLOYMENT PANEL



*Contact:* Andrea Tomlinson  
*Direct Line:* 0161 253 5133  
*E-mail:* a.j.tomlinson@bury.gov.uk  
*Web Site:* www.bury.gov.uk

**To: All Members of Employment Panel**

**Councillors :** R Bernstein, J Grimshaw, C Cummins,  
M Walsh, T Tariq, L Smith, I Gartside, R Gold (Chair) and  
I Rizvi

Dear Member/Colleague

### **Employment Panel**

You are invited to attend a meeting of the Employment Panel which will be held as follows:-

<b>Date:</b>	Thursday, 26 June 2025
<b>Place:</b>	Microsoft Teams
<b>Time:</b>	7.00 pm
<b>Briefing Facilities:</b>	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
<b>Notes:</b>	

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE**

### **2 DECLARATIONS OF INTEREST**

Members of the Employment Panel are asked whether they have an interest in any of the matters on the agenda and, if so, to formally declare that interest.

### **3 MINUTES OF THE PREVIOUS MEETING** *(Pages 3 - 6)*

The minutes of the meeting held on Wednesday 12 March are attached for approval and accuracy.

### **4 WORKFORCE POLICY REVIEW** *(Pages 7 - 46)*

Report attached  
Appendices attached

### **5 MEMBER TRAINING**

Powerpoint slides to be shared at the meeting

### **6 URGENT BUSINESS**

### **7 EXCLUSION OF PRESS AND PUBLIC**

To consider passing the appropriate resolution under Section 100(A)(4) of the Local Government Act 1972 that the press and public be excluded from the meeting during consideration of the following items of business since they involve the likely disclosure of exempt information.

**Minutes of:** EMPLOYMENT PANEL

**Date of Meeting:** 12 March 2025

**Present:** Councillor T Rafiq (in the Chair)  
Councillors R Bernstein, J Grimshaw, M Walsh, T Tariq,  
J Lancaster and L Smith

**Also in attendance:**

**Public Attendance:** No members of the public were present at the meeting.

**Apologies for Absence:** Councillor C Cummins and Councillor E Moss

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**1 APOLOGIES FOR ABSENCE**

Apologies for absence are noted above.

**2 DECLARATIONS OF INTEREST**

There were no declarations of interest made at the meeting.

**3 NEONATAL CARE LEAVE ACT POLICY AMENDMENTS**

The HR Business Manager presented a report setting out details amendments to the Neonatal Care Leave Act which were due to take effect on 6 April 2025.

It was explained that the legislation introduces a new right for parents of babies admitted to neonatal care, within 28 days of the child's birth, to take up to 12 weeks of leave up to the point a baby is 68 weeks old. This is in addition to existing maternity and paternity leave entitlements. The right also applies to certain specified others and is subject to a number of criteria.

The leave is available from day one of employment.

The new legislation also grants redundancy protections for anyone who takes neonatal care leave for 6 consecutive weeks in the same way as such protections already exist for other types of parental leave.

To reflect these changes a new section (Section 12) of the Council's Family Leave Policy has been drafted for approval (Appendix A) Minor amendments to the Authority's Redundancy Policy are also required with the revised section of the Policy (Section 4) included at Appendix B of the report.

The Council's Family Leave Policy Equality Impact Assessment has been reviewed to consider this change and was attached at Appendix C.

It was explained that subject to the approval of the Employment Panel the revised policies will go forward to the Corporate Joint Consultative Committee before being published on the intranet and communicated to staff.

**It was agreed:**

1. That the amendment to the Council's Family Leave policy to incorporate Neonatal Leave provisions to reflect the update in employment regulations be approved.
2. That the amendment to the Council's Redundancy Policy to reflect the new redundancy protections for those accessing Neonatal Leave be approved.

## 4 PAY AND GRADING UPDATE

The Director of People and Inclusion presented a report setting out the Chief Officer Job Evaluation Arrangements, proposals to regrade the post of Director of Regeneration and Project Delivery, and the proposal to extend the Market Rate payment to the post of Director of Adult Social Care and Community Commissioning for a further two years and increase the rate payable to £20k.

### Chief Officer Job Evaluation Arrangements

It was explained that the Council currently employs around 40 officers employed on JNC Chief Officer Terms and Conditions.

Posts at this level are currently graded across 8 different pay bands (Bands A to H) with rates of remuneration ranging from £63,000 to £142,543.

In 2023 Bury moved from evaluating these roles using the Hay job evaluation scheme to the Local Government Association (LGA) scheme. This was a technical change which meant future evaluations could be undertaken in-house and in a more cost-effective way and did not practically affect the pay or grading of any post holders.

Whilst the current Chief Officer pay structure consistent of 8 pay bands, evaluated roles are only currently established in 6 bands with this reducing to 5 in the coming months following changes already agreed and subject to the recommendations set out in this report.

To simplify the Council's senior pay and grading arrangements and make this more transparent the proposal is to formalise a Chief Officer pay structure with 5 as bands with each band supported by a consistent job description and job title going forward.

A list of current Chief Officer posts by grade was attached as Appendix A.

The detail of the current and proposed new structure was appended to the report (Appendix B).

### The Director of Regeneration and Project Delivery

It was explained that the post was established in July 2024 following a review of the former Assistant Director (Regeneration Delivery) post and is currently evaluated at Chief Officer Band E (£95,440- £104,135).

As part of the recently agreed corporate restructure the post will gain responsibility for the Council's Facilities Management Service from April.

The scope and scale of the increased responsibility is to take on leadership responsibility for the creation of a full Corporate Landlord model, a key priority as highlighted in the Council's Improvement Plan.

Following a review of the role's evaluation and inclusion of these additional areas of responsibility the proposal is to re-grade this post to Chief Officer Band F (£106,361-£115,452).

Director of Adult Social Care & Community Commissioning

The role is the Council's Statutory Director of Adult Social Services (DASS) and is graded at Chief Officer Band F (£106,361-£115,452), in recognition of the challenging market in this area and criticality of retaining the current postholder in the context of the changing legislative and regulatory framework for Adult Social Care, a Market Rate of £14K was agreed and applied to this role in July 2023.

In accordance with the Council's Market Rate's Policy such payments are agreed for a maximum of two years, subject to review. This arrangement has therefore been reviewed and the proposal is to extend this arrangement for a further two years and increase the rate payable to £20K (a total remuneration package of up to £135,452).

**It was agreed:**

1. That the proposed changes to the Council's Chief Officer Pay and Grading Arrangements be approved.
2. That the Employment Panel commend to Council the re-grading of the role of Director of Regeneration and Project Delivery from Chief Officer Band E to Chief Officer Band F.
3. That the Employment Panel commend to Council an increased Market Supplement payable to the Director of Adult Social Services and Community Commissioning from £14K to £20K payable from July 2025 for a period of two years.

**5**

**URGENT BUSINESS**

There was no urgent business.

**COUNCILLOR T RAFIQ**

**Chair**

**(Note: The meeting started at 7.00 pm and ended at 7.30 pm)**

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<b>Unis Classification</b> Open	<b>Item No.</b>
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<b>Meeting:</b>	Employment Panel
<b>Meeting date:</b>	26 <sup>th</sup> June 2025
<b>Title of report:</b>	Workforce Policy Review
<b>Report by:</b>	Cllr. Richard Gold, Cabinet Member for Customer Service, Communications & Corporate Affairs
<b>Decision Type:</b>	
<b>Ward(s) to which report relates</b>	All

### Executive Summary:

A key component of the Council's HR improvement and modernisation programme is the review of core HR systems, processes and policies to ensure they are fit for purpose, reflective of modern HR practice and align with the organisational culture described by the LET'S values.

This report sets out proposals for 5 new, changed or reviewed policies. Trade Union colleagues have been fully engaged in this work.

### Recommendation(s)

That the Employment Panel agrees:

1. A new Zero Tolerance Policy
2. Revisions to the Local Conditions of Service: Section 8 – Miscellaneous Provisions and the Local Conditions of Service: Financial Provisions
3. A decision to make no changes to the Employer Discretions Policy
4. A new protocol for deductions of pay in cases of Unauthorised Absence

The documents will then go for endorsement to the Council's Corporate Joint Consultative Committee on 8<sup>th</sup> July 2025 and subject to approval will then be published on the Council's intranet pages and communicated to staff.

## KEY CONSIDERATIONS

### 1. Zero Tolerance Policy

#### Background

Health and safety incident reporting statistics have shown an increase in violence and aggression against staff over the last couple of years.

#### Policy Headlines

To set out our commitment to keeping our employees and elected members safe, and to provide a policy foundation for us to apply consequences to members of the public who abuse them, we have developed a new Zero Tolerance Policy.

### 2. Local Conditions of Service: Section 8 – Miscellaneous Provisions and Local Conditions of Service: Financial Provisions

#### Background

##### Local Conditions of Service: Section 8 – Miscellaneous Provisions

The Miscellaneous Provisions section of the Local Conditions include a wide range of policy statements that are not covered elsewhere. They include special and protective clothing, loss or damage to personal property, first aid allowances, long service retirement awards, certificates of practising solicitors, membership of professional bodies, decisions of national negotiating bodies, superannuation benefits, telephone calls and charges, job descriptions, personal accident, financial provisions and access to personal files.

##### Local Conditions of Service: Financial Provisions Table

The Financial Provisions Table sets out the amounts payable to employees in various circumstances, as set out in the Local Conditions of Service. It includes:

- Matrix payments, relocation and removal expenses, bicycle allowance, first aid payments and long service awards – which are uprated each year on the same percentage basis as the NJC pay award.
- Subsistence rates – which are reviewed on 1 April each year in line with the Retail Price Index for Food
- Mileage rates – which are based upon HMRC's mileage rates

Since 1 April 2024, first aiders have received £311.69 per annum. Relief first aiders have received £36.40 for up to 5 weeks in any year, or for over 5 weeks, £7.57 per week to a maximum of £310.10.

#### Policy Headlines

##### Local Conditions of Service: Section 8 – Miscellaneous Provisions

It is proposed that the following changes are made to the Miscellaneous Provisions:

- Removal of reference to the Suggestion Scheme and Premature Retirement Scheme, both of which were withdrawn in October 2024



- Update to job titles to reflect the Council's current structure
- In respect of first aid, to:
  - Clarify that only employees acting as first aiders in addition to the requirements on their job description receive a payment. Where having a first aid certificate is a requirement of a role, this is accounted for in job evaluation.
  - Make the payment an annual amount, payable monthly
  - Remove reference to the amount being pro rata for part time employees
  - Remove relief first aiders, which the Council has not used for many years.
- To change reference from 'works landlines' to 'works phones', to cater for all available means of making a call

#### Local Conditions of Service: Financial Provisions Table

From 1 April 2025, first aiders to receive £120 per annum, to be paid monthly. This amount is in line with other GM Authorities.

These provisions will apply to all Council services staff including former employees of Six Town Housing.

### **3. Employer Discretions Policy**

#### **Background**

The Local Government Pension Scheme (LGPS) is a statutory pension scheme, and its rules are set out in Acts of Parliament. However, the LGPS regulations do allow employers to make certain discretionary decisions and, as a result, all employers participating in the LGPS must formulate, publish, and keep under review a written statement of policy in relation to those discretions. There must be reviewed every 3 years unless any amendments are required before this time.

#### **Policy Headlines**

It is proposed that no changes are made to the current Employer Discretions Policy at this time.

The policy will apply to all Council services staff including former employees of Six Town Housing.

### **4. Unauthorised Absence**

#### **Background**

Prior to development of this Policy, there was no specific guidance as to the steps to take when an employee fails to attend work and does not contact their manager to inform them of the reason for non-attendance. Such situations do not arise frequently, but it is important there is a policy in place for when such matters arise. There is an emphasis on the health and well-being of the employee before any consideration of deduction of pay.

These provisions will apply to all Council services staff including former employees of Six Town Housing.

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### **Community impact/links with Community Strategy**

A modern and effective employee policy framework is essential to ensuring the effective operation of the organisation and, in turn the delivery of our commitment to the Community Strategy.

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### **Equality Impact and considerations:**

*Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

*A public authority must, in the exercise of its functions, have due regard to the need to -*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

<b>Equality Analysis</b>	Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.
No negative impact identified.	

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### **Assessment of Risk:**

The following risks apply to the decision:

<b>Risk / opportunity</b>	<b>Mitigation</b>
Trade Union objection to policy changes	Prior discussions have taken place with Unison

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**Consultation:**

All of the above proposed changes have been shared with the Trade Unions, and where appropriate there have been consultations with HR colleagues, managers, the EDI Manager and the Legal Team.

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**Legal Implications:**

Reference to Premature Retirement Scheme has been removed, however I note the scheme itself was removed in October 2024 and the proposed changes are ensuring the current policies are up to date.

No direct legal implications to note.

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**Financial Implications:**

None. The policy changes update and simplify the current procedure and bring it in line with best practice. There are no direct financial impacts.

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**Report Author and Contact Details:**

Catherine King  
HR Business Manager  
[c.king@bury.gov.uk](mailto:c.king@bury.gov.uk)

Tim Normanton  
Assistant Director of Human Resources  
[t.normanton@bury.gov.uk](mailto:t.normanton@bury.gov.uk)

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**Background papers:**

Appendix 1: Zero Tolerance Policy  
Appendix 1a: EqIA for the Zero Tolerance Policy  
Appendix 2: Local Conditions of Service: Section 8 – Miscellaneous Provisions  
Appendix 3: Local Conditions of Service: Financial Provisions  
Appendix 4: Employer Discretions Policy  
Appendix 5: Unauthorised Absence  
Appendix 5a: EqIA for Unauthorised Absence

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## Zero Tolerance Policy

June 2025

## Contents

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## **1. Introduction**

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- 1.1 Bury Council is committed to ensuring that those working for us (including employees, contractors and volunteers) and our elected members are able to carry out their duties and work in an environment which is free of violence, harassment, and abuse.
- 1.2 This zero-tolerance abuse policy will outline our expectations for interactions between our employees, elected members and members of the public. The policy is not intended to stifle democratic debate or public interaction with the Council but to ensure that interactions with and between our employees, elected members and members of the public are respectful.
- 1.3 Any allegations that our employees or elected members have failed to comply with the provisions of the policy will be considered under our relevant procedures.

## **2. Expectations of behaviour**

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- 2.1 The safety of our employees, those working on our behalf and elected members should never be compromised.
- 2.2 We expect our employees, elected members and members of the public to engage in an appropriate manner with one another and in one which underpins mutual courtesy and respect.
- 2.3 Any incident where an employee or an elected member is abused, threatened, or assaulted in circumstances relating to their work or their elected duties, is unacceptable, will not be tolerated and will normally be reported to appropriate authorities.

## **3. Examples of unacceptable behaviour**

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- 3.1 Abusive behaviour can take place in person, but it can also occur over the telephone, via written communication or via technology such as social media and email. Aggressive or abusive behaviour includes verbal and physical abuse.
- 3.2 The following is a non-exhaustive list of examples of abusive behaviour (which may amount to a criminal offence) that will not be tolerated:
  - Physical violence
  - Verbal abuse
  - Cyber aggression/cyber bullying
  - Attack or damage to property or belongings

- Hostile or aggressive behaviour
- Abuse related to an actual or perceived equality characteristic
- Distribution of misinformation
- Being stalked, followed, or loitered around
- Sexual harassment or sexual assault
- Discriminatory abuse
- Threats, threatening behaviour or intimidation
- Bullying or harassment
- Malicious allegations
- Animal attack

## 4. Reporting abusive behaviour

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- 4.1 When abusive behaviour occurs, we would encourage all employees and elected members to disengage with the perpetrator(s). Where there is any immediate danger, we would encourage that the Police are contacted by calling 999 in the first instance.
- 4.2 Any employee who receives any abuse should report this to their immediate manager and our corporate health and safety team via our [online incident report form](#) in the first instance so that advice can be provided on the appropriate action. If you are an employee and you feel you are unable to, or that you do not feel it is appropriate to raise your concerns with your immediate manager, you should speak to your HR Business Partner. In the most serious cases, it may also be appropriate for incidents of abuse to be reported to the Director of Legal & Democratic Services to consider whether there is any legal action that the Council can take in response to the abuse and if it is necessary and proportionate and in the public interest to do so.
- 4.3 Elected members can report any abuse or incidents of concern even if they consider them to be 'minor' to the Head of Governance, who will log a report on the [online incident report form](#). This enables us to keep a record of the incident, undertake appropriate monitoring and recommend any further advice and guidance as appropriate. Contact with the police will be made if necessary and individual risk assessments undertaken where appropriate.
- 4.4 Employees and elected members are encouraged to keep their own record of any abuse. Emails, social media posts or letters should be copied, screen shot or saved. Where a telephone call or face-to-face discussion has taken place, a written note of the exchange should be prepared as soon as possible after the incident or recorded.
- 4.5 Where abuse is serious but not serious enough to warrant a 999 call, it may be appropriate for the incident(s) to be reported to the Police by calling 101. Even where the Police decide to take no action, having the incident(s) logged may be used in evidence to demonstrate a pattern of behaviour.



## 5. Our response to abusive behaviour

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- 5.1 Where abusive behaviour has occurred, action will be taken by the Council to stop or prevent the unacceptable behaviour.
- 5.2 Actions may be taken against the perpetrator(s) which could include, but are not limited to:
- Being asked to leave and/ or be removed from Council buildings or events.
  - Being limited to specific channels for communicating with us
  - Being banned from attending Council premises
  - Have services withdrawn
  - Reporting the incident and perpetrator(s) to the Police.
  - Civil proceedings (e.g. applying for an injunction)
- 5.3 We recognise that abusive behaviour can have a serious impact on a person's mental health and wellbeing. A wide range of wellbeing support is therefore available for our elected members and employees, including our [Employee Assistance Programme](#) and [counselling service](#).

## 6. Other documents and resources

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- Zero tolerance poster for display in public buildings
- [Councillors' Code of Conduct](#)
- [Employees' Code of Conduct](#)
- [Work Related Violence and Aggression Guidance](#)
- [Working Alone in Safety Guidance](#)



## Equality Impact Analysis

This equality impact analysis establishes the likely effects both positive and negative and potential unintended consequences that decisions, policies, projects and practices can have on people at risk of discrimination, harassment and victimisation. The analysis considers documentary evidence, data and information from stakeholder engagement/consultation to manage risk and to understand the actual or potential effect of activity, including both positive and adverse impacts, on those affected by the activity being considered.

To support completion of this analysis tool, please refer to the equality impact analysis guidance.

### Section 1 – Analysis Details (Page 5 of the guidance document)

<b>Name of Policy/Project/Decision</b>	Zero Tolerance Policy
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton, Assistant Director of Human Resources
<b>Department/Team</b>	Human Resources
<b>Proposed Implementation Date</b>	June 2025
<b>Author of the EqIA</b>	Catherine King, HR Business Manager
<b>Date of the EqIA</b>	3 June 2025

<b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>
This new Zero Tolerance Policy sets out our commitment to keeping our employees and elected members safe, and provides a policy foundation for us to apply consequences to members of the public who abuse them.

### Section 2 – Impact Assessment (Pages 6 to 10 of the guidance document)

<b>2.1 Who could the proposed policy/project/decision likely have an impact on?</b>
Employees: <b>Yes</b> Community/Residents: <b>Yes</b> Third parties such as suppliers, providers and voluntary organisations: <b>Yes</b>

If the answer to all three questions is 'no' there is no need to continue with this analysis.

## 2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation

**Documentary Evidence:**

**Data:**

**Stakeholder information/consultation:**

Consulted with Health and Safety Team, Head of Governance and UNISON

## 2.3 Consider the following questions in terms of who the policy/project/decision could potentially have an impact on. Detail these in the impact assessment table (2.4) and the potential impact this could have.

- Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups? **No**
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic? **No**
- Could the proposal affect the usage or experience of a service because of a protected characteristic? **No**
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal? **No**
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation? **No**
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)? **Yes**
- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council? **No**

2.4 Characteristic	Potential Impacts	Evidence (from 2.2) to demonstrate this impact	Mitigations to reduce negative impact	Impact level with mitigations Positive, Neutral, Negative
Age	The policy sets out our zero tolerance stance against any form of abuse or aggression related to actual			Positive
Disability				
Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				

<b>Race</b>	or perceived equality characteristics, and provides a policy foundation upon which we can take action against perpetrators.			
<b>Religion and Belief</b>				
<b>Sex</b>				
<b>Sexual Orientation</b>				
<b>Carers</b>				
<b>Looked After Children and Care Leavers</b>				
<b>Socio-economically vulnerable</b>				
<b>Veterans</b>				

### Actions required to mitigate/reduce/eliminate negative impacts or to complete the analysis

2.5 Characteristics	Action	Action Owner	Completion Date

## Section 3 - Impact Risk

Establish the level of risk to people and organisations arising from identified impacts, with additional actions completed to mitigate/reduce/eliminate negative impacts.

### 3.1 Identifying risk level (Pages 10 - 12 of the guidance document)

Impact x Likelihood = Score	Likelihood			
	1	2	3	4
	Unlikely	Possible	Likely	Very likely

Impact	4	Very High	4	8	12	16
	3	High	3	6	9	12
	2	Medium	2	4	6	8
	1	Low	1	2	3	4
	0	Positive / No impact	0	0	0	0

Risk Level	No Risk = 0	Low Risk = 1 - 4	Medium Risk = 5 – 7	High Risk = 8 - 16
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3.2 Level of risk identified	No risk
3.3 Reasons for risk level calculation	

#### Section 4 - Analysis Decision (Page 11 of the guidance document)

4.1 Analysis Decision	X	Reasons for This Decision
There is no negative impact therefore the activity will proceed	X	Progress with implementing procedure subject to approval
There are low impacts or risks identified which can be mitigated or managed to reduce the risks and activity will proceed		
There are medium to high risks identified which cannot be mitigated following careful and thorough consideration. The activity will proceed with caution and this risk recorded on the risk register, ensuring continual review		

#### Section 5 – Sign Off and Revisions (Page 11 of the guidance document)

5.1 Sign Off	Name	Date	Comments
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<b>Lead Officer/SRO/Project Manager</b>			
<b>Responsible Asst. Director/Director</b>			
<b>EDI</b>			

### EqlA Revision Log

<b>5.2 Revision Date</b>	<b>Revision By</b>	<b>Revision Details</b>

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## **SECTION EIGHT**

### **MISCELLANEOUS PROVISIONS**

#### **1. Special and/or Protective Clothing (NJC for LGS Part 2.4, Part 4.7)**

- (a) If an employee is employed on duties directly associated with members of the public he/she may be provided with and required to wear a corporate uniform. The Director shall have authority to determine the frequency of renewal of such a uniform;
- (b) Protective clothing shall be supplied to employees in circumstances where working conditions make it necessary.
- (c) If such protective clothing is not worn and damage results to normal clothing, no claims shall be considered by the Council.

Special and/or protective clothing shall remain the property of the Council and shall usually be returned on leaving the Council's service.

#### **2. Loss or Damage to Personal Property**

- (a) Wherever possible, personal items should not be left unattended at any time in an employee's work place as the Council's insurance policy does not provide cover for fire and theft to personal property.
- (b) Any employee who suffers loss or damage to personal property whilst carrying out his/her employment, may submit a claim to the Assistant Director of Human Resources who will submit a report on the loss or damage to the Cabinet Member responsible for Human Resources for them to decide whether or not a compensatory grant shall be made to the employee concerned.

#### **3. First Aid Allowances**

- (a) An employee who possesses an approved first aid certificate and who is required to act as a first aider in addition to the requirements of their job description, shall receive a fixed allowance paid on a monthly basis (refer to financial table for latest figure).
- (b) An appropriate programme of training and retraining for each first aider will be provided by the Council.

#### **4. Long Service Retirement Awards**

Employees who have had at least 25 years' continuous employment with Bury Council shall be invited to choose a gift to a maximum value per year

of employment (refer to financial table for latest figure) under the following circumstances:

- They retire in the Local Government service or
- They leave on account of ill-health or similar grounds (including retirement under the Council's Premature Retirement Scheme) **and**
- They are taking their pension when they leave

## **5. Certificate of Practising Solicitors**

The Council shall pay for the certificates of any employee who is employed as a practising solicitor.

## **6. Membership of Professional Bodies**

The Council will pay the annual subscriptions of employees who are precluded by law from carrying out their duties unless they are members of professional or other associations and institutes.

## **7. Decisions of National Negotiating bodies**

The Council has agreed that decisions made by Joint Negotiating Bodies which affect the salaries and/or conditions of service of the Council's employees shall be implemented, so far as is practicable, on receipt.

## **8. Superannuation Benefits**

For details of Superannuation Benefits see the Local Government Pension Scheme Regulations.

## **9. Telephone Calls**

- (a) An employee shall be permitted to make or receive personal telephone calls at work, subject to the requirements of the service. Both the frequency and duration of such calls must be limited as much as possible and employees will be required to pay for any personal calls made on works phones.
- (b) If an employee is reported upon for any suspected abuse or non-payment in relation to any personal telephone calls at work, the Director of the employee concerned may deal with the matter in accordance with the Council's Disciplinary Procedure.
- (c) Making or receiving personal calls on works phones or using any of the functions on a personal mobile phone for any purpose when working on a public reception desk/counter is prohibited.

## **12. Telephone Charges**

If the Council has deemed that it is essential that an employee should be contactable at home outside normal working hours for the performance of official duties the Council will either:

- (a) Reimburse the costs of a land line connection (installation costs, telephone rental and business related calls), or;
- (b) Provide a mobile phone for use by the officer in connection with their contracted duties. Employees will be required to meet the cost of any personal calls and/or personal texts.
- (c) In addition and where it is deemed essential that officers should be provided with network access at their home, the Council will meet the cost/reimburse the officer for the cost of a Digital Subscriber Line.

The Council will decide which method of communication is the most effective in relation to cost, the requirements of the post and the individual circumstances of the employee.

### **13. Job Descriptions**

All employees shall be given a job description on appointment, promotion, or transfer.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the individual concerned who may have his/her Trade Union representative present if so desired.

Job descriptions within the Council shall be prepared in the Council's standard format (see Recruitment and Selection Code of Practice).

Each Director shall ensure that the agreed job descriptions are reviewed prior to the job being evaluated. Job descriptions shall be kept under constant review by the department and revisions will be agreed by the manager and employee in post.

### **14. Personal Accident (All Duty)**

In the event of an employee sustaining bodily injury from an accident occurring whilst the employee is engaged on the business of the Council which results in the death or permanent disablement of the employee, the Council will pay to the employee or his/her estate, a Capital Sum in accordance with the Scale of Compensation.

The full terms and conditions of this scheme are available for inspection in the Department for Corporate Core (HR, Legal and Insurance Sections). (Refer also to Section 5 – Sickness Scheme – Third Party accidents.)

### **15. Revision of Financial Provisions**

As soon as possible after the 1st April each year, representatives from Unison will consult with the Assistant Director of Human Resources to review all those paragraphs of the Local Conditions of Service document which deal

with monetary payments and allowances to employees except where such figures are linked and revised to an agreed outside factor such as National Joint Council Circulars.

**16. Access to Personal Files**

All employees have the right to access their personal file under data protection rules. Access is free of charge. (See the Council's guidelines on Data Protection).

FINANCIAL PROVISIONS - Supplemental Local Conditions of Service				01 April 2021	01 April 2022	01 April 2023	01 April 2024	01 April 2025		
<b>Section 3</b>										
P.2	On-call sessional rate			£30.35	£31.58	£32.81	£33.63			
P.3	Sleep-in sessional rate			£37.72	£39.24	£40.76	£41.78			
P.3 - 4	Premium Payments									
	Scoring Range	Level								
	0	A		0	0	0	0			
	3 to 5	B		£572.64	£595.77	£618.89	£634.36			
	6 to 10	C		£916.08	£953.09	£990.07	£1,014.82			
	11 to 15	D		£1,488.72	£1,548.86	£1,608.96	£1,649.18			
	16 to 20	E		£2,290.68	£2,383.22	£2,475.69	£2,537.58			
	21 to 25	F		£3,664.92	£3,812.98	£3,960.93	£4,059.95			
	26 plus	G		£4,008.48	£4,170.42	£4,332.23	£4,440.54			
<b>Section 6 - These rates will be reviewed on 1st April each year, based on the Retail Price Index for Food</b>										
P.2 - 3	Subsistence - Breakfast			£7.37	£7.88	£9.24	£9.58	£9.97		
	Subsistence - Lunch			£9.82	£10.50	£12.31	£12.77	£13.28		
	Subsistence - Evening Meal / Networking			£18.43	£19.70	£23.11	£23.97	£24.92		
P.3 - 4	Relocation - Excess Travel Expenses			£3.72	£3.87	£4.02	£4.12			
P.4 - 6	Removal Expenses			£7,246.46	£7,539.22	£7,831.74	£8,027.53			
P. 7 - 9	Priority Car User Mileage Rate			36p - 451 - 999cc 40.9p - 1000cc and above						
	Approved Car User Mileage Rate			45p						
	Non designated Car User Mileage Rate			36.9						
	Priority Car User Lump Sum Allowance			£427.23 pa (451 - 999cc) £486.32 pa (1000cc and above)						
	Electric/Hybrid Car User Mileage rate			36.9						
	Motorbike mileage rate			24p						
P.9	Bicycle Allowance			£107.13	£111.46	£115.78	£118.68			
<b>Section 9</b>										
P.2	First Aid Payments									
	(a) First Aid Officer			£281.36	£292.73	£304.08	£311.69	£120		
	(b) Relief First Aider									
	Up to five weeks in any year			£32.86	£34.19	£35.51	£36.40			
	Over five weeks in any year (per week)			£6.83	£7.11	£7.38	£7.57			
	To a max of			£279.93	£291.24	£302.54	£310.10			
P.2	Long Service Awards per year of employment			£15.56	£16.19	£16.82	£17.24			

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Section 1		Discretionary policies from 1 April 2014 in relation to post 31 March 2014 active members (excluding councillor members) and post 31 March 2014 leavers (excluding councillor members)	
<ul style="list-style-type: none"> <li>LGPS Regulations 2013 [SI 2013/2356] [R]</li> <li>LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 [SI 2014/525] [TP]</li> <li>LGPS (Administration) Regulations 2008 [SI 2008/239] [A]</li> <li>LGPS (Benefits, Membership and Contributions) Regulations 2007 (as amended) [SI 2007/1166] [B]</li> <li>LGPS (Transitional Provisions) Regulations 2008 [SI 2008/238] [T]</li> <li>LGPS Regulations 1997 (as amended) [SI 1997/1612] [L]</li> </ul>			
Regulation	Discretion	Exercised By	Employer Policy
R16(2)(e) & R16(4)(d)	Whether, how much, and in what circumstances to contribute to a shared cost APC scheme.	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances where it can be evidenced that by exercising this discretion the Council is able to recruit and/or retain employees who are considered 'business critical'. Where it is proposed to apply this discretion a business case will be developed which clearly demonstrates that it is in the Council's financial interest and/or operational efficiency to contribute to a shared cost additional pension contribution (SPAPC) scheme. The powers to approve proposals made in accordance with this regulation will lie with the Council's Human Resources and Appeals Panel The discretion may be applied having due regard to the implications on the member's personal tax liability (Lifetime Allowance and Annual Allowance) and Bury Council's Pay Policy Statement.
R30(6) & TP11(2)	Whether all or some benefits can be paid if an employee reduces their hours or grade (flexible retirement).	Employer	Under the terms of the Council's Flexible Retirement Policy employees are required to reduce their working hours or grade so that the flexible retirement does not result in an increase in their gross annual earnings. The combined total of their reduced annual salary plus annual pension cannot be greater than their salary at the effective date of retirement <b><u>based on all their pension benefits accrued until the date of the revised working pattern</u></b> Expressions of interest must be agreed in principle by their employing department and a business case will be prepared which demonstrates that it is in the Council's financial interest and/or in the interests of efficiency of the Council's business to agree to the request. The powers to approve Flexible Retirement Applications will lie with the Council's Human Resources and Appeals Panel. Employees who retire early under the terms of the flexible retirement scheme will not receive a redundancy payment.
R30(8)	Whether to waive, in whole or in part, actuarial reduction on benefits paid on flexible retirement.	Employer	Bury Council's voluntary early retirement and flexible retirement schemes use a business case to evidence that this strain on the pension fund (capital cost) will be recovered within five years of the <del>date of retirement</del> Where applications meet the set criteria (see above) the Council will waive, in whole any actuarial reductions that might otherwise apply.
R30(8)	Whether to waive, in whole or in part, actuarial reduction on benefits which a member voluntarily draws before normal pension age other than on the grounds of flexible retirement (where the member only has post 31 March 2014 membership).	Employer	Bury Council's voluntary early retirement and flexible retirement schemes use a business case to evidence that this strain on the pension fund (capital cost) will be recovered within five years of the <del>date of retirement</del> Where applications meet the set criteria (see above) the Council will waive, in whole any actuarial reductions that might otherwise apply.
TPSch 2, para 1(2) & 1(1)(c)	Whether to "switch on" the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60 (other than on the grounds of flexible retirement).	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances. Where it is proposed to apply this discretion a business case will be developed which clearly demonstrates that it is in the Council's financial interest and/or operational efficiency to do so.
TP3(1), TPSch 2, para 2(1), B30(5) & B30A(5)	Whether to waive any actuarial reduction for a member voluntarily drawing benefits before normal pension age other than on the grounds of flexible retirement (where the member has both pre 1 April 2014 and post 31 March 2014 membership):	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances. Where it is proposed to apply this discretion a business case will be developed which clearly demonstrates that it is in the Council's financial interest and/or operational efficiency to do so.
R31	Whether to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency (by up to £6,500 p.a. on 1 April 2014 - this figure is inflation proofed annually).	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances where it can be evidenced that by exercising this discretion the Council is able to recruit and/or retain employees who are considered 'business critical'. Where it is proposed to apply this discretion a business case will be developed which clearly demonstrates that it is in the Council's financial interest and/or operational efficiency to award additional pension payment to an active Scheme member or within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency. The powers to approve proposals made in accordance with this regulation will lie with the Council's Human Resources and Appeals Panel The discretion may be applied having due regard to the implications on the member's personal tax liability (Lifetime Allowance and Annual Allowance) and Bury Council's Pay Policy Statement.
Section 2		Discretionary policies in relation to scheme members (excluding councillor members) who ceased active membership on or after 1 April 2008 and before 1 April 2014	
<ul style="list-style-type: none"> <li>LGPS (Administration) Regulations 2008 [SI 2008/239] [A]</li> <li>LGPS (Benefits, Membership and Contributions) Regulations 2007 (as amended) [SI 2007/1166] [B]</li> <li>LGPS (Transitional Provisions) Regulations 2008 [SI 2008/238] [T]</li> <li>LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 [SI 2014/525] [TP]</li> <li>LGPS Regulations 2013 [SI 2013/2356] [R]</li> <li>LGPS 1997 (as amended) [1997/1612] [L]</li> </ul>			
Regulation	Discretion	Exercised By	Employer Policy
TPSch 2, para 1(2) & 1(1)(c)	Whether to "switch on" the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60.	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances. Where it is proposed to apply this discretion a business case will be developed which clearly demonstrates that it is in the Council's financial interest and/or operational efficiency to do so
B30(5), TPSch 2, para 2(1)	Whether to waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early under B30 (member).	Employer	The Council's policy is that applications for early payment of deferred pension benefits will be approved and that deferred benefits will be paid with an actuarial reduction <b>unless</b> the applicant can demonstrate that they are facing serious financial hardship and that release of pension benefits without actuarial reduction would perpetuate this <del>hardship</del> The Council may waive, on compassionate grounds, the actuarial reduction applied to deferred benefits, but in doing so will consider the strain on the pension fund and financial impact of this decision.

TPSch 2, para 1(2) & 1(1)(c)	Whether to "switch on" the 85 year rule for a pensioner member with deferred benefits voluntarily drawing benefits on or after age 55 and before age 60.	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances. Where it is proposed to apply this discretion a business case will be developed which clearly demonstrates that it is in the Council's financial interest and/or operational efficiency to do so.
B30A(5), TPSch 2, para 2(1)	Whether to waive, on compassionate grounds, the actuarial reduction applied to benefits paid early under B30A (pensioner member with deferred benefits).	Employer	The Council's policy is that applications for early payment of deferred pension benefits will be approved and that deferred benefits will be paid with an actuarial reduction <b>unless</b> the applicant can demonstrate that they are facing serious financial hardship and that release of pension benefits without actuarial reduction would perpetuate this <del>hardship</del> The Council may waive, on compassionate grounds, the actuarial reduction applied to deferred benefits, but in doing so will consider the strain on the pension fund and financial impact of this decision.
<b>Section 3</b> • LGPS Regulations 1997 [SI 1997/1612] • The Local Government Pension Scheme (Transitional Provisions) Regulations 2008 [SI 2008/238] [prefix T] • The Local Government Pension Scheme (Administration) Regulations 2008 [SI 2008/239] [prefix A] • LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 [SI 2014/525] [TP] • The Local Government Pension Scheme Regulations 2013 [SI 2013/2356] [prefix R]		<b>Discretionary policies in relation to:</b> • active welsh councillor members, and • councillor members who ceased active membership on or after 1 April 1998, and • any other scheme members who ceased active membership on or after 1 April 1998 and before 1 April 2008	
Regulation	Discretion	Exercised By	Employer Policy
31(2)	Grant application for early payment of deferred benefits on or after age 50 and before age 55.	Employer	Under no circumstances will Bury Council apply this discretion.
TPSch 2, para 1(2) & 1(1)(f) & R60	Whether to "switch on" the 85 year rule for a member with deferred benefits voluntarily drawing benefits on or after age 55 and before age 60.	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances. Where it is proposed to apply this discretion a business case will be developed which clearly demonstrates that it is in the Council's financial interest and/or operational efficiency to do so.
31(5) & TPSch 2, para 2(1)	Waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early.	Employer	The Council's policy is that applications for early payment of deferred pension benefits will be approved and that deferred benefits will be paid with an actuarial reduction <b>unless</b> the applicant can demonstrate that they are facing serious financial hardship and that release of pension benefits without actuarial reduction would perpetuate this <del>hardship</del> The Council may waive, on compassionate grounds, the actuarial reduction applied to deferred benefits, but in doing so will consider the strain on the pension fund and financial impact of this decision.
<b>Section 4</b> • LGPS Regulation 1995 [SI 1995/1019] • The Local Government Pension Scheme (Transitional Provisions) Regulations 1997 [SI 1997/1613] [prefix TL] • The Local Government Pension Scheme Regulations 1997 [SI 1997/1612] (as amended) [prefix L] • The Local Government Pension Scheme (Administration) Regulations 2008 [SI 2008/239] [prefix A] • LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 [SI 2014/525] [TP] • The Local Government Pension Scheme Regulations 2013 [SI 2013/2356] [prefix R]		<b>Discretionary policies in relation to:</b> • active welsh councillor members, and • councillor members who ceased active membership on or after 1 April 1998, and • any other scheme members who ceased active membership on or after 1 April 1998 and before 1 April 2008	
Regulation	Discretion	Exercised By	Employer Policy
TP3(5A)(vi), TL4, L106(1) & D11(2)(c)	Grant application for early payment of deferred benefits on or after age 50 on compassionate grounds. Although the common provisions of the 1997 Transitional provisions regulations do not specify regulation D11(2)(c), there intention was that it should apply to this regulation.	Employer	Under no circumstances will Bury Council apply this discretion.
<b>Section 5</b> • The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 (as amended) [SI 2006/2914]		<b>Discretionary policies in relation to employees of an employing authority that is defined under regulation 2 of The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 (as amended)</b>	
Regulation	Discretion	Exercised By	Employer Policy
5	To base redundancy payments on an actual week's pay where this exceeds the statutory week's pay limit.	Employer	The Council has exercised this discretion in accordance with The Local Government (Compensation for Redundancy and Premature Retirement) Regulations 1984 (as amended) for many years. <a href="#">The Council will continue to exercise this discretion in accordance with existing regulations.</a>
6	To award lump sum compensation of up to 104 week's pay in cases of redundancy, termination of employment on efficiency grounds, or cessation of a joint appointment.	Employer	Bury Council reserves the right to apply this discretion in exceptional circumstances where it can be evidenced that by exercising this discretion there are valid risk management and / or reputational considerations
<b>Section 6</b> • The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2000 (as amended) [SI 2000/1410]		<b>Discretionary policies in relation to employees of an employing authority that is defined under regulation 2 of The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 (as amended)</b>	
Regulation	Discretion	Exercised By	Employer Policy
21(4)	How to apportion any surviving spouses or civil partner's annual compensatory added years' payment where the deceased person is survived by more than one spouse or civil partner.	Employer	Bury council will defer to the administering authority policy.
25(2)	How it will decide to whom any children's annual compensatory added years payments are to be paid where children's pensions are not payable under the LGPS (because the employee had not joined the LGPS) and, in such a case, how the annual added years will be apportioned amongst the eligible children.	Employer	Bury council will defer to the administering authority policy.
	Whether, in respect of the spouse of a person who ceased		Bury council will defer to the administering authority policy.



21(7)	employment before 1 April 1998 and where the spouse or civil partner remarries, enters into a new civil partnership or cohabits after 1 April 1998, the normal pension suspension rules should be disapplied i.e. whether the spouse's or civil partner's annual compensatory added years payments should continue to be paid.	Employer	
21(5)	If, under the preceding decision, the authority's policy is to apply the normal suspension rules, whether the spouse's or civil partner's annual compensatory added years payment should be reinstated after the end of the remarriage, new civil partnership or cohabitation.	Employer	Bury council will defer to the administering authority policy.
21(7)	Whether, in respect of the spouse or civil partner of a person who ceased employment before 1 April 1998 and where the spouse or civil partner remarries or cohabits or enters into a civil partnership on or after 1 April 1998 with another person who is also entitled to a spouse's or civil partners annual CAY payment, the normal rule requiring one of them to forego payment whilst the period of marriage, civil partnership or cohabitation lasts, should be disapplied i.e. whether the spouses' or civil partners' annual CAY payments should continue to be paid to both of them.	Employer	Bury council will defer to the administering authority policy.
17	To what extent to reduce or suspend the member's annual compensatory added year's payment during any period of re-employment in local government.	Employer	Bury council will defer to the administering authority policy.
19	How to reduce the member's annual compensatory added year's payment following the cessation of a period of re-employment in local government.	Employer	Bury council will defer to the administering authority policy.

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## Unauthorised Absence

June 2025

## Protocol for deduction of pay

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Employees have a contract of employment with the Council and there is an expectation that employees will attend work as far as possible to undertake work as required.

Where an employee is unable to work for reasons such as sickness, special leave, medical appointments etc there are provisions within existing policies to accommodate these circumstances. Employees must ensure they contact their manager in accordance with these procedures.

If an employee fails to attend work without any explanation, in the first instance, the Manager should attempt to make contact by telephone, home visit or letter to their home address to ensure the employee is safe and well. The employee will be required to explain why they did not attend work and why they failed to make contact. If the employee provides a reasonable explanation, no further action will be required.

If no response can be obtained, it will be necessary for the Manager to make a further attempt to contact the employee by phone, email or letter.

If non-attendance seems to be out of character for the employee concerned, managers should attempt to contact the next of kin; Occasionally, it may be necessary to consider contacting the police.

If a response is still not received, the letter below will be issued and pay will be suspended.

Disciplinary action may be taken if the employee eventually responds or returns to work but cannot provide a reasonable explanation for their absence and failure to make contact.

If in any instance an overpayment has been made, the employee will be required to repay this. The overpayment will be deducted from the following month's pay, in line with standard practice.

## Letter template

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I am writing to you as you have been absent from work since (insert date) and have failed to provide any explanation for this absence.

If you are absent due to sickness may I remind you the Councils sickness reporting procedure, states:- *“on the first day of absence, employees must contact their Supervisor/Manager or nominated Administrative Officer before 9am ... If the employee cannot make the contact themselves due to hospital admission or incapacitation, then someone else must contact work on their behalf.*

Attempts have been made to contact you by telephone / email and a home visit was made on (insert date if applicable)

You are required to contact me by telephone, email or letter by (insert deadline of 3 days) as you are currently absent without permission or authorisation. Failure to contact me by this date so will result in your pay being suspended.

I must advise you that the Councils' Disciplinary Policy confirms that 'being absent without permission (*absent without leave* or 'awol'") is an example of misconduct and disciplinary action may be taken against you.

The Council will suspend your pay until a legitimate and acceptable explanation is provided by you as to the reason for your absence. If this explanation is accepted, your pay will be reinstated.

Yours Sincerely

Line Manager



## Equality Impact Analysis

This equality impact analysis establishes the likely effects both positive and negative and potential unintended consequences that decisions, policies, projects and practices can have on people at risk of discrimination, harassment and victimisation. The analysis considers documentary evidence, data and information from stakeholder engagement/consultation to manage risk and to understand the actual or potential effect of activity, including both positive and adverse impacts, on those affected by the activity being considered.

To support completion of this analysis tool, please refer to the equality impact analysis guidance.

### Section 1 – Analysis Details (Page 5 of the guidance document)

<b>Name of Policy/Project/Decision</b>	Unauthorised Absence
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton
<b>Department/Team</b>	HR
<b>Proposed Implementation Date</b>	1 <sup>ST</sup> June 2025
<b>Author of the EqlA</b>	Mel Cunningham / Andrew Smith
<b>Date of the EqlA</b>	1/5/25

<b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>
To have a policy in place to manage deductions of pay in a fair and consistent way in situations where employees fail to attend work and do not provide a reason for absence.

## Section 2 – Impact Assessment (Pages 6 to 10 of the guidance document)

<b>2.1 Who could the proposed policy/project/decision likely have an impact on?</b>
<p>Employees: <b>Yes</b></p> <p>Community/Residents: <b>No – not applicable</b></p> <p>Third parties such as suppliers, providers and voluntary organisations: <b>No</b></p> <p>If the answer to all three questions is 'no' there is no need to continue with this analysis.</p>
<b>2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation</b>
<p><b>Documentary Evidence:</b></p> <p>Occasional issues arise, mainly with frontline employees who fail to contact Management to advise of non-attendance or simply leave the Council without a formal resignation.</p>
<p><b>Data:</b></p> <p>Not available</p>
<p><b>Stakeholder information/consultation:</b></p> <p>Discussions held with senior managers and HR colleagues affected by these issues.</p>
<b>2.3 Consider the following questions in terms of who the policy/project/decision could potentially have an impact on. Detail these in the impact assessment table (2.4) and the potential impact this could have.</b>



- Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups?
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic?
- Could the proposal affect the usage or experience of a service because of a protected characteristic?
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal?
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation?
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)?
- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council?

2.4 Characteristic	Potential Impacts	Evidence (from 2.2) to demonstrate this impact	Mitigations to reduce negative impact	Impact level with mitigations Positive, Neutral, Negative
<b>Age</b>	Older or younger employees may have difficulty with digital communication, potentially delaying absence notifications.		Provide varied communication methods (phone, SMS, in-person) and ensure reasonable adjustments for technology access.	Neutral
<b>Disability</b>	Disabled employees (e.g. mental health, cognitive impairments) may be unable to communicate during absence.		Build flexibility and reasonable adjustments into policy; allow communication via representatives or post-event clarification	Neutral

<b>Gender Reassignment</b>	Employees transitioning may avoid contact due to stigma or medical leave.		Reinforce confidentiality, establish safe contact channels, train managers in sensitivity and inclusion.	Neutral
<b>Marriage and Civil Partnership</b>	No direct impact; indirect through potential care responsibilities.			Neutral
<b>Pregnancy and Maternity</b>	Medical issues during or post-pregnancy may delay communication.		Policy should acknowledge pregnancy-related issues and allow flexibility in absence reporting.	Neutral
<b>Race</b>	Language barriers may delay or alter communication		Promote culturally inclusive communication; train managers in cultural competence.	Neutral
<b>Religion and Belief</b>	No direct impact			
<b>Sex</b>	No direct impact			
<b>Sexual Orientation</b>	No direct impact			
<b>Carers</b>	Carers may experience emergencies that delay contact.		Allow for flexibility, promote carer-friendly guidance in absence policies.	

<b>Looked After Children and Care Leavers</b>	Risk of reduced support or lack of advocacy in communication lapses		HR policies to explicitly consider care leavers' needs and allow advocacy if needed	
<b>Socio-economically vulnerable</b>	May lack access to digital tools for timely contact.		Provide accessible communication channels and consider postal or alternative options.	
<b>Veterans</b>	May experience PTSD or other barriers to timely contact.		Provide trauma-informed manager training and flexible contact policies.	

### Actions required to mitigate/reduce/eliminate negative impacts or to complete the analysis

<b>2.5 Characteristics</b>	<b>Action</b>	<b>Action Owner</b>	<b>Completion Date</b>
Disability	Include explicit flexibility and adjustments in absence policy.	HR	Dec 2025
Pregnancy & Maternity	Add pregnancy-related medical exemption guidance to policy.	HR	Dec 2025
Race/Ethnicity	Deliver manager training on culturally competent communication.	HR	Dec 2025
Religion/Belief	Add holiday observance clause into absence communication section.	HR	Dec 2025
Gender Reassignment	Include confidential and inclusive communication options in guidance.	HR	Dec 2025
Age	Offer varied methods of contact and raise awareness with managers.	HR	Dec 2025
Carers	Update policy to recognise emergency caregiving scenarios.	HR	Dec 2025
All Characteristics	Add unconscious bias refresher to annual HR manager training.	HR	Dec 2025

### Section 3 - Impact Risk

Establish the level of risk to people and organisations arising from identified impacts, with additional actions completed to mitigate/reduce/eliminate negative impacts.

#### 3.1 Identifying risk level (Pages 10 - 12 of the guidance document)

Impact x Likelihood = Score			Likelihood			
			1	2	3	4
			Unlikely	Possible	Likely	Very likely
Impact	4	Very High	4	8	12	16
	3	High	3	6	9	12
	2	Medium	2	4	6	8
	1	Low	1	2	3	4
	0	Positive / No impact	0	0	0	0

Risk Level	No Risk = 0	Low Risk = 1 - 4	Medium Risk = 5 – 7	High Risk = 8 - 16
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<b>3.2 Level of risk identified</b>	Low/Neutral
<b>3.3 Reasons for risk level calculation</b>	Without mitigations, there is a medium risk of indirect discrimination, especially for disability, pregnancy, and ethnicity. With outlined mitigations and manager training, the policy is equitable and defensible.

#### Section 4 - Analysis Decision (Page 11 of the guidance document)

4.1 Analysis Decision	X	Reasons for This Decision
There is no negative impact therefore the activity will proceed		
There are low impacts or risks identified which can be mitigated or managed to reduce the risks and activity will proceed	X	Potential negative impacts were identified but all can be mitigated with clear policy wording, reasonable

		adjustments, and training for managers. The proposal can proceed with actions in place.
There are medium to high risks identified which cannot be mitigated following careful and thorough consideration. The activity will proceed with caution and this risk recorded on the risk register, ensuring continual review		

## Section 5 – Sign Off and Revisions (Page 11 of the guidance document)

5.1 Sign Off	Name	Date	Comments
Lead Officer/SRO/Project Manager			
Responsible Asst. Director/Director			
EDI			

## EqIA Revision Log

5.2 Revision Date	Revision By	Revision Details

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