

## AGENDA FOR EMPLOYMENT PANEL



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**To: All Members of Employment Panel**

**Councillors :** R Bernstein, J Grimshaw, C Cummins,  
M Walsh, T Tariq, L Smith, R Gold (Chair), I Rizvi, S Arif  
and D Vernon (substitute)

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>	Monday, 24 November 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 26 June 2025 are attached for approval and accuracy.

### **4 WORKFORCE POLICY REVIEW** *(Pages 7 - 152)*

A report from the Cabinet Member for Customer Service, Communications & Corporate is attached.

Appendices attached

### **5 2026/2027 PAY SPINE REVIEW** *(Pages 153 - 160)*

Briefing note from Interim Assistant Director of People and Inclusion is attached

### **6 DRAFT PEOPLE STRATEGY** *(Pages 161 - 170)*

Presentation attached

### **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.

### **8 URGENT BUSINESS**

**Minutes of:** EMPLOYMENT PANEL

**Date of Meeting:** 26 June 2025

**Present:** Councillor R Gold (in the Chair)  
Councillors J Grimshaw, M Walsh, T Tariq, L Smith and  
I Gartside

**Also in attendance:** Tim Normanton, Catherine King and Chloe Ashworth.

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

**Apologies for Absence:** Councillor R Bernstein, Councillor C Cummins and  
Councillor I Rizvi

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**EP.1 APOLOGIES FOR ABSENCE**

Apologies for absence are noted above.

**EP.2 DECLARATIONS OF INTEREST**

There were no declarations of interest made at the meeting.

**EP.3 MINUTES OF THE PREVIOUS MEETING**

It was agreed that the notes of the meeting held on 12th March 2025 be approved as a correct record and signed by the Chair.

**EP.4 WORKFORCE POLICY REVIEW**

Tim Normanton, Interim Assistant Director of Human Resources presented the policies within the agenda pack to the Employment Panel which will be going to Corporate JCC for review.

Zero Tolerance Policy

This Policy was developed in response to increased violence/aggression toward staff. This matter originated from concerns raised in Health and Safety JCC meetings.

Objectives:

- Define unacceptable public behaviour.
- Empower staff to disengage from abusive interactions.
- Provide escalation framework and organisational support.
- Reinforce commitment to staff safety and wellbeing.
- Staff now explicitly supported in ending abusive calls or escalating incidents.

Cllr Gold advised that Councillors use a code word as a signal to police operators. Members made a proposal to create a similar code for council officers to indicate seriousness.

Workforce Policy Review

This policy has been updated to reflect unauthorised Absence & Pay Suspension. Historically, the Council continued to pay for staff if absent without leave and if they did not engage with the Council.

With the new Protocol if no response from absent employee is obtained, pay is suspended after escalation. Following this process may result in the transition to the disciplinary process where applicable. The policy includes safeguards for fairness and due process. The aim of the policy is to encourage engagement and prevent system misuse.

Councillor Smith sought assurance that this policy aligns with gross misconduct procedures.

It was agreed:

1. Tim Normanton agreed to discuss with Chief Superintendent Oliver regarding a code word for Officers at the next Corporate JCC Meeting.
2. All members endorsed the proposed policies as set out in the agenda pack.

## **EP.5 MEMBER TRAINING**

The purpose of the Session was to support new members of the Employment Panel. The session was led by Tim Normanton, covering roles, responsibilities, and procedures. The slides have been circulated with the minutes for reference.

The key topics covered were as follows:

1. Employment Appeals
  - Types of Appeals: Dismissal and Grievance.
  - Panel Composition: 3-member sub-panel from a 9-member panel.
  - Legal Representation: Generally not allowed unless professional status is at risk.
  - Hearing Process: Structured, evidence-based, and impartial.
  - Finality: Panel decision is final within internal procedures; however, that can be further challenge via Employment Tribunal.
2. Employment Rights Bill (2025)
  - Key Change: Removal of 2-year qualifying period for unfair dismissal claims.
  - Impact: No immediate changes to Council policy, but future updates may be needed.
3. Chief Officer Recruitment
  - Roles Covered: Chief Executive, Monitoring Officer, Section 151 Officer, Executive Directors, Deputy Chief Officers.
  - Panel Composition: Politically balanced, includes Portfolio Holder.
  - Process: Officer-led initial stages, member-led final interviews.
  - Chair's Role: Central in managing and leading the recruitment process.
4. Interviewing and Bias Awareness
  - Structured Questions: Ensure fairness and consistency.
  - Follow-Up Questions: Allowed if relevant and fair.
  - Avoid unconscious Bias
  - Equalities Obligations: Avoid inappropriate questions; ensure inclusive practices.
  - Reasonable Adjustments: Legal duty to accommodate candidates with disabilities.
5. Panel Governance and Culture
  - Member-Led Principle: Emphasis on councillor accountability and balanced decision-making.
6. Stakeholder Engagement
  - Stakeholder Panels: Provide qualitative feedback.
  - Diversity and Balance: Important to moderate varied perspectives.



- Technical Expertise: Subject matter experts should be involved in relevant roles.

It was agreed that:

1. Slides will be distributed to all panel members.

**EP.6 URGENT BUSINESS**

There was no urgent business.

**COUNCILLOR R GOLD**  
**Chair**

**(Note: The meeting started at 7.05 pm and ended at 8.23 pm)**

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**Unis**  
**Classification**  
 Open

**Item No.**

<b>Meeting:</b>	Employment Panel
<b>Meeting date:</b>	24 <sup>th</sup> November 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 a number of new, changed, reviewed and replaced policies. Trade Union colleagues have been fully engaged in this work.

### **Recommendation(s)**

That the Employment Panel agrees:

1. A revised Code of Conduct, which is part of the Council's Constitution
2. A refreshed Facilities Time Agreement, which forms Appendix K of Local Conditions of Service
3. A revised Capability Procedure
4. An updated Grievance Procedure
5. Revisions to appeals and hearing procedures
6. An updated Social Media Policy
7. An updated Chief Officer Job Evaluation Scheme and Guidance document

The documents will then go for endorsement to the Council's Corporate Joint Consultative Committee on 17<sup>th</sup> December 2025 and subject to approval will then be published on the Council's intranet pages and communicated to staff.

## KEY CONSIDERATIONS

### 1. Code of Conduct

#### Background

The Employee Code of Conduct sets out the standards, values, and expectations for all employees of Bury Council. It ensures that staff act with honesty, transparency, impartiality, and respect in all dealings with the public, elected members, partners, and colleagues.

The current Code was last fully published in 2019, with a minor amendment in November 2024. This 2025 update represents a significant revision to reflect best practice, statutory guidance, and the Council's values. It consolidates and replaces several standalone documents, including:

- Additional Employment – Employee Declaration Form
- Declaration of Intent – Consultation
- Gifts and Hospitality Policy
- Working with Close Relatives

The updated Code forms part of employees' contractual terms and conditions. Breaches may lead to disciplinary action, up to and including dismissal.

#### Policy Headlines

The proposed Code of Conduct will cover:

- **Scope:** Applies to all Bury Council employees, agency workers, and volunteers (except locally managed schools).
- **Core Principles:** Based on the Nolan Principles – Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.
- **Political Neutrality:** Employees must act impartially and avoid political bias in their work.
- **Disclosure of Information:** Clear rules on confidentiality, data protection, and lawful sharing of information.
- **Relationships:** Guidance on professional boundaries with councillors, contractors, and service users.
- **Additional Employment:** Employees must declare secondary employment to avoid conflicts of interest and comply with Working Time Regulations.
- **Consultation:** Reinforces commitment to meaningful engagement with trade unions and staff.

- **Gifts, Hospitality & Conflicts of Interest:** Mandatory declaration of offers and interests; strict limits on acceptance of gifts and hospitality.
- **Related Party Transactions:** Annual declaration for senior officers to ensure financial transparency.
- **Use of Council Resources:** Prohibits misuse of property, finances, and intellectual property.
- **Recruitment & Employment Decisions:** Emphasises fairness, equality, and avoidance of nepotism.
- **Conduct Outside Work:** Employees must uphold Council values and avoid behaviour that could damage its reputation.
- **Safeguarding:** Mandatory responsibility for protecting children and vulnerable adults.
- **Equality, Diversity & Inclusion:** Zero tolerance for discrimination; commitment to additional inclusion characteristics.
- **Whistleblowing & Raising Concerns:** Clear routes for reporting wrongdoing or malpractice.
- **Health & Safety:** Reinforces legal duties and personal responsibility for safety.
- **Environmental Responsibility:** Supports Council's carbon-neutral target by 2038.
- **Leadership:** Sets expectations for managers and leaders to model ethical behaviour.
- **Disciplinary & Grievance:** Breaches may lead to disciplinary action; grievances handled under Council procedure.

## **2. Facilities Time Agreement**

### **Background**

The Facilities Time Agreement forms Appendix K of Local Conditions of Service. It is an agreement between Bury Council and the Bury Branch of Unison, which sets out the facilities time arrangements for trade union representatives who are employed by the Council. It also acts as a guide for managing arrangements for time off for trade union duties and activities and for the recording and publishing of required data.

It aims to support effective industrial relations by enabling trade union representatives to carry out their duties efficiently while balancing the operational needs of the Council.

The agreement was last reviewed in July 2018.

### **Policy Headlines**

In agreement with Unison and Legal, the document has been:

- Generally reviewed and the language updated
- Amended to clarify the circumstances in which employees can take time off for trade union duties and activities, and what they are entitled to

### **3. Capability Procedure**

#### **Background**

The capability policy had been in place for many years and with the structural changes across the council it became extremely difficult to operationalise.

#### **Policy Headlines**

The proposed policy is a significant rewrite, taking into account best practice and guidance, plus feedback from managers. The key changes include:

- The formal stages of the procedure will be conducted as meetings rather than hearings and led by the employees' line manager
- A hearing will be conducted at stage 4, by a Senior Manager who will have the opportunity to review and ensure all appropriate support has been provided to the employee.
- There is scope for a discussion to take place regarding redeployment at any stage of the procedure rather than just the latter stage.
- There are 4 formal stages to the procedure instead of 3.

### **4. Grievance Resolution Procedure**

#### **Background**

The Grievance Procedure was last updated in November 2024, but further changes have been necessitated to clarify challenges that managers and staff members have faced when using it.

#### **Policy Headlines**

The main changes to the document are to clearly structure the procedure. There are now 3 clear stages for someone who has concerns about a matter:

- Stage 1 is the discussion with the staff members line manager, or managers manager which was previously termed informal.
- Stage 2, is where there is a more formal meeting and potentially an investigation into the matters.
- Stage 3 is the appeal.

### **5. Appeals and Hearing Procedures**

#### **Background**

The Council currently has the following policies and procedures relating to hearings and appeals:

- Employment Appeal Procedure – last updated August 2017
- Hearing Procedure – last updated January 2016
- Local Conditions of Service Section 7: Official Conduct – last updated April 2017.

These documents cover hearings and appeals relating to the Disciplinary Procedure, Grievance Procedure, Capability Procedure and Managing Attendance Policy.

Since they were developed, an appeals process has been incorporated into the Disciplinary Procedure (July 2024), Grievance Procedure (July 2024) and Managing Attendance Policy (September 2024), and via this report it is proposed that the same happens to the Capability Procedure.

## Policy Headlines

It is therefore proposed that:

- The current Employment Appeal Form is retained unchanged as it ensures that appellants provide all the information we need.
- The separate Employment Appeal Procedure and Hearing Procedure be withdrawn – as all of the relevant points are covered in the individual procedures.
- The Local Conditions of Service (section 7) would be amended to reflect this
- The following wording, based on Employment Panel guidance, is added into the Appeals section of the Disciplinary Procedure, Grievance Procedure, Capability Procedure and Managing Attendance Policy:
  - *Following acknowledgement of receipt of the appeal, the Chair of the Appeal Panel plus their HR representative **may** agree in advance with the appellant and their representative whether the appeal:*
    - *Hears all of the evidence and submissions made to the original hearing (appeal based on findings being unfair)*
    - *Focuses on the issues surrounding the decision (appeal based on the penalty being unfair) – there is no reconsidering all of the evidence, but the management representative may briefly summarise the case.*
    - *Focuses on any new evidence (as this is the reason for the appeal) – it may be considered alongside all the other evidence or may be the main focus – the management representative may briefly summarise the case.*
    - *Focuses on the issues surrounding the procedure (appeal based on procedure not being used correctly) – management representative may briefly summarise the case.*
  - *The Chair of the Appeal Panel may request for the Employee to provide further information regarding the reason for their appeal, if insufficient information is provided within their 'Employment Appeal Form'. The appeal hearing date will not be set until such information has been provided.*

These changes have been discussed fully with the trade union and Legal.

## 6. Social Media Policy

### Background

This policy provides a framework for the responsible use of social media by council employees, elected members, contractors, and volunteers. It aims to:

- Promote effective, lawful, and respectful communication.
- Protect the council's reputation and integrity.
- Ensure compliance with legal obligations and best practice.

The Policy was last reviewed in August 2016.

### **Policy Headlines**

The principles within this policy remain the same, however it has needed a comprehensive review to reflect developments in technology, changes to data protection legislation and to Council documents and practices.

It has been written in association with members of the Communications, Information Governance and IT teams.

## **7. Chief Officer Job Evaluation Scheme and Guidance**

### **Background**

- In Spring 2023, the Council began to use the LGA Scheme to evaluate Chief Officer jobs rather than the Hay Group job evaluation scheme.
- In order to implement this change, the LGA were commissioned to independently re-evaluate 50% of the roles that had originally been scored under Hay, using the LGA scheme. They all came out at the same grade. Therefore, the change was made to the LGA scheme for all Chief Officer posts with effect from May 2023 without any employees' grades being affected.
- The November 2024 Equal Pay Audit noted that the job evaluation processes would benefit from being more robustly formalised, particularly regarding appeals and defining the scheme boundaries between roles that are graded under the Council's NJC scheme and the LGA one
- In March 2025, the Employment Panel agreed to move to a 5 band pay structure, with generic job descriptions at each level. This was to be achieved with support from the LGA.

### **Proposed Changes**

- A new Chief Officer job evaluation scheme and process document has been developed to formalise and update all elements, including local conventions, appeals and a process for defining scheme boundaries.
- A new 5 grade pay structure has been developed, moving from this original model:

<b>Grade</b>	<b>Min JE Points</b>	<b>Max JE Points</b>
Band H	1350	-
<i>Band G</i>	<i>1220</i>	<i>1349</i>



Band F	1100	1219
<i>Band E</i>	<i>990</i>	<i>1099</i>
Band D	890	989
<i>Band C</i>	<i>800</i>	<i>889</i>
Band B	720	799
Band A	650	719

To this proposed pay scale:

<b>Grade</b>	<b>Min JE Points</b>	<b>Max JE Points</b>
Band E (former H)	1311	-
Band D (former F)	1066	1310
Band C (former D)	866	1065
Band B	720	865
Band A	650	719

This has been achieved by reducing from 8 grades to 5 and then applying a 70/30 split when sharing out the scoring range of the abolished grades. This is on the basis that we see significant increases in responsibility when moving between the more senior grade levels, with boundaries reset based on LGA advice.

- Generic job descriptions have been developed for the following levels:
  - Band C = Assistant Director
  - Band D = Director
  - Band E = Executive Director
  - These have been developed based upon advice from the LGA and they have moderated the scores. The generic JDs can be used for all new roles. Existing Chief Officers will remain on their current JDs. No Chief Officers will require an amendment to their grade or salary when implemented.
  -
- Plans now need to be developed to consider all 'Head of' roles in the Council. There are currently 40 staff with this job title across Grade 17 (1), SM1 (11), SM2 (11), CO Band A (13) and CO Band B (4). The aim is to create 2 generic 'Head of' level posts at CO Band A and CO Band B, and stop using that in the title of roles below Chief Officer grade. The impact on staff needs to be fully explored, and subject to consultation.

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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.*

**Equality Analysis** 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:

Risk / opportunity	Mitigation
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:**

There are no immediate legal implications

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### **Financial Implications:**

There are no immediate financial implications

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### **Background papers:**

Appendix 1a: Code of Conduct  
Appendix 1b: Code of Conduct EqIA  
Appendix 2a: Facilities Time Agreement  
Appendix 2b: Facilities Time Agreement EqIA  
Appendix 3a: Capability Procedure  
Appendix 3b: Capability Procedure EqIA  
Appendix 4a: Grievance Resolution Procedure  
Appendix 4b: Grievance Resolution Procedure EqIA  
Appendix 5a: Social Media Policy  
Appendix 5b: Social Media Policy EqIA  
Appendix 6a: Chief Officer Job Evaluation Scheme and Guidance  
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## Employee Code of Conduct

December 2025

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## 1. Introduction

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- 1.1 This Code of Conduct outlines the standards, values and expectations for all Bury Council employees. It ensures that all staff operate with honesty, transparency, impartiality and respect for the public, elected members, partners and colleagues. It reflects best practice, statutory guidance and the values of public service.
- 1.2 Employees are expected to conduct themselves with integrity, impartiality and professionalism at all times. This Code forms part of employees' contractual terms and conditions and breaches may lead to disciplinary action, up to and including dismissal.
- 1.3 Employees must report to their immediate supervisor, or the Chief Officer responsible for HR, any impropriety or breach of procedure.

## 2. Scope

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- 2.1 This Code applies to all individuals working on behalf of Bury Council, including permanent and temporary employees, agency workers, and volunteers. The only exception is employees based in locally managed schools, where separate governance and conduct arrangements apply.

## 3. Core Principles

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- 3.1 As employees of Bury Council, we are expected to uphold and model the highest standards of ethical behaviour in all aspects of our work. These standards are not just aspirational; they are essential to maintaining the trust and confidence of the public we serve. Our conduct must reflect the values of local government and support the delivery of inclusive, transparent and accountable services.

The foundation of these expectations lies in the Seven Principles of Public Life, also known as the Nolan Principles. All employees of Bury Council must act in accordance with these principles:

**1. Selflessness** – Employees should act solely in the public interest. Employees' decisions and actions must benefit the community, not themselves or those they are personally connected to.

**2. Integrity** – Employees must avoid placing themselves under any obligation to people or organisations that might try to inappropriately influence their work. Do not act or take decisions in order to gain financial or other material benefits for themselves, their family, or friends.

**3. Objectivity** – Employees must act and make decisions impartially, fairly and on merit. This means using evidence, policies and procedures to guide their judgement, especially when dealing with appointments, procurement, or grant-making.

**4. Accountability** – Employees are accountable to the public for their decisions and actions. They must be prepared to submit themselves to scrutiny necessary to ensure this accountability.

**5. Openness** – Employees must act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

**6. Honesty** – Employees must be truthful and declare any private interests that relate to their public duties. Resolve any conflicts of interest in a way that protects the public interest.

**7. Leadership** – Employees must exhibit these principles in their own behaviour. Employees should actively promote and robustly support these principles and be willing to challenge poor behaviour wherever it occurs.

Bury Council expects all staff to live these principles through everyday conduct. They form the ethical foundation that underpins our decision-making and the quality of the services we deliver to residents and communities.

## **4. Political Neutrality**

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- 4.1 Employees represent the authority as a whole. Therefore, they must act impartially in supporting all councillors, not just those of the controlling group, and ensure the individual rights of all councillors are respected.
- 4.2 Subject to the authority's conventions, employees may also be required to advise political groups. They must do so in ways which do not compromise their political neutrality.
- 4.3 Employees, whether or not politically restricted, must follow every lawful expressed policy of the authority and must not allow their own personal or political opinions to interfere with their work.
- 4.4 Should the authority decide to appoint political assistants in accordance with the Local Government and Housing Act 1989 these employees would be exempt from the standards set in paragraphs 4.1 to 4.3.

## **5. Disclosure of Information**

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- 5.1 Bury Council is committed to making its decision-making processes open, transparent, and accountable. To meet legal obligations, the Council must



share certain types of information with Elected Members, auditors, government departments, service users, and the public. Additionally, where appropriate, the Council may choose to share other information to further support transparency and public trust.

- 5.2 Employees must understand which information is publicly accessible and which is confidential, and act accordingly. If employees are unsure about the status of any information, employees should seek guidance from their line manager or supervisor.
- 5.3 No employee shall communicate to the public the proceedings of any 'closed' Committee or meeting associated with the business of any Committee, nor the content of any document relating to the authority, unless required by law or expressly authorised by the Chief Executive to do so. Employees making unauthorised communications shall render themselves liable to disciplinary action.
- 5.4 All information accessed in the course of your duties must be treated with the appropriate level of confidentiality. Personal information relating to individuals must not be disclosed unless:
  - The individual has given explicit consent, or
  - Disclosure is required or permitted by law.

Employees must comply with Bury Council's policies on confidentiality, information governance, and information security. It is their responsibility to understand and follow these procedures.

Information should only be shared in response to formal requests. While Freedom of Information (FOI) requests must be made in writing, Subject Access Requests (SARs) can be made verbally. Employees must ensure they handle all requests appropriately and in line with Council policies and relevant legislation.

- 5.5 Employees must not disclose any information that is considered commercially sensitive. This includes information relating to contracts, tenders, or business dealings. Employees must follow all Council policies and procedures regarding the handling of such information, particularly in relation to competitive tendering and procurement processes.
- 5.6 Under no circumstances should employees use information obtained through their role at Bury Council for personal gain or to benefit others with whom they have a personal or financial relationship.
- 5.7 must not use any information obtained during their employment for personal gain or to benefit others. This includes refraining from sharing such information with individuals who might misuse it. If an employee receives personal information from a councillor - such as details about their marital or domestic arrangements - that is not related to Council business, this information must be treated as sensitive personal data. It should not be

disclosed without the councillor's explicit consent, unless required or permitted by law.

## 6. Relationships

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- 6.1 **Councillors** - Employees are accountable to the authority through its senior managers. Many provide advice to councillors and senior managers, and all are responsible for delivering the Council's work. Mutual respect between employees and councillors is essential for effective local government.

Close personal relationships between employees and individual councillors should be avoided, as they may compromise - or appear to compromise - an employee's ability to act impartially. This can undermine trust and confidence in the integrity of the Council's decision-making.

- 6.2 **The Local Community and Service Users** - Employees should always remember their responsibilities to the community they serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community as defined by the policies of the authority.

- 6.3 **Contractors** - Employees must declare any business or personal relationships with external contractors or potential contractors. These declarations should be made to their immediate supervisor and reported to both the Monitoring Officer and the Chief Officer responsible for HR. All such declarations will be recorded in an electronic register, overseen by the Chief Executive, and made available for inspection by Members of the Council.

Contracts and orders must be awarded fairly, based on merit and through open competition. Employees must not show preferential treatment to businesses run by friends, partners, relatives, or other close associates. Likewise, no part of the local community should be unfairly disadvantaged in the tendering process.

These requirements form part of the Council's wider approach to declarations of interest. Employees must also report any relevant relationships between suppliers or contractors and their close family members, to ensure transparency and prevent conflicts of interest.

Employees who engage or supervise contractors or have any other official relationship with contractors and have previously had or currently have a relationship in a private or domestic capacity with contractors, should declare that relationship to their immediate supervisor and recorded in the designated electronic register for that purpose by the Chief Executive

## 7. Additional Employment

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- 7.1 Employees must be aware of their contractual obligations and ensure that any additional employment or business activity does not conflict with the interests of Bury Council. While the Council does not seek to unreasonably restrict outside employment, any secondary work must not:
- Interfere with employees' ability to perform their Council duties effectively,
  - Create a conflict of interest, or
  - Bring the Council into disrepute.

A conflict of interest arises when an employee's personal, financial, or professional interests could compromise - or be perceived to compromise - their impartiality or ability to act in the best interests of the Council. Examples include:

- Working for an organisation that provides services to or competes with the Council.
- Holding financial interests (e.g., shares or ownership) in businesses that contract with the Council.
- Accepting roles that could influence impartial decision-making, procurement, or grant allocation.
- Undertaking work that uses confidential Council information for personal gain.
- Engaging in outside employment that overlaps with Council responsibilities or creates reputational risk

If employees are unsure whether outside work may present a conflict, they should discuss the matter with their line manager.

- 7.2 In accordance with [Local Conditions of Service – Section 7](#), employees in posts graded above NJC Grade 9 (or equivalent) are required to devote their full-time service to the Council. These employees must declare any additional employment and obtain authorisation before undertaking such work.
- 7.3 The Council encourages all employees, regardless of grade or role, to declare any additional working hours undertaken outside of their employment with the organisation. This includes any second jobs or freelance work. Providing this information is essential to ensure compliance with the Working Time Regulations and to support the Council's duty of care under health and safety legislation. If an employee's total working hours exceed 48 hours per week, the Council reserves the right to request a reduction in hours to safeguard the employee's health and wellbeing.

## **8. Declaration of Intent – Consultation**

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- 8.1 The Council recognises the importance of effective consultation with trade unions in addressing significant matters that impact employees and the

efficient delivery of public services. It acknowledges that joint consultation fosters positive industrial relations, encourages union cooperation, and promotes a collaborative working environment. This approach is essential for making the best use of our human resources and must be embedded within the Council's corporate decision-making processes.

- 8.2 Consultation is already a regular and valued part of the Council's operations. Both Chief Officers and Elected Members are committed to engaging with employees and seeking their views to support successful and sustainable change. Further information regarding this is contained within Appendix A – Consultation Toolkit.
- 8.3 Building on this foundation, the Council is committed to making consultation an integral part of the management process. It is expected that all staff and managers recognise consultation as a fundamental element of good management practice.
- 8.4 Consultation goes beyond simply sharing information. It involves actively seeking the views of trade unions as representatives of the workforce and giving genuine consideration to those views. This requires a willingness from management to delay final decisions where appropriate and to respond constructively to union input.
- 8.5 To strengthen consultation at the departmental level, the Council will:
  - Establish departmental consultative arrangements where they do not currently exist.
  - Place greater emphasis on the quality and outcomes of both formal and informal consultative meetings.
- 8.6 The Council reaffirms its commitment to using the Staff Joint Consultative Committee (JCC) as the appropriate forum for negotiation and consultation on matters affecting multiple departments or involving significant staffing implications.

## **9. Corruption**

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- 9.1 Employees must be aware that it is a serious criminal offence for them corruptly to receive or give any gift, loan, fee, reward or advantage for doing, or not doing, anything or showing favour, or disfavour, to any person in their official capacity. If employees become subject to a police investigation, arrest, and/or charge with this offence it is for the employee to demonstrate that any such rewards have not been corruptly obtained.
- 9.2 Rewards corruptly obtained will put employees' jobs at risk and are punishable by up to seven years' imprisonment. The Council may seek to recover from individuals (including claiming on pensions).

## 10. Declarations of Gifts, Hospitality and Conflicts of Interest

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- 10.1 The Council is committed to transparency, integrity, and the highest standards of public service. It is essential that all decisions made by the Council are in the public interest and free from undue influence or bias. Employees must act, and be seen to act, in a way that upholds public confidence.
- 10.2 In accordance with Section 117 of the Local Government Act 1972, employees must declare in writing any direct or indirect financial interest they have in any existing or proposed Council contracts. A breach of this requirement constitutes a criminal offence and may result in prosecution and a fine.
- 10.3 Employees are required to declare any:
- Offers of gifts or hospitality
  - Personal interests (financial or non-financial)
  - Relationships or affiliations that may conflict with their role
  - Secondary employment
- 10.4 Declarations must be made using the Council's online declaration form available via the intranet.
- 10.5 The key principles are:
- Employees must not accept gifts, hospitality, or favours that could compromise or be perceived to compromise their impartiality or integrity.
  - All offers, whether accepted or declined must be declared within 5 working days.
  - Failure to declare interests, gifts, or hospitality in line with this policy may result in disciplinary action.

### **Gifts**

- 10.6 The acceptance of gifts by employees from persons who have, or may seek to have, dealings with the Council would be viewed by the public as suspicious and would make the employee concerned and the council extremely vulnerable to criticism.
- 10.7 An employee should, therefore, tactfully refuse any personal gift which is offered to them or a close relative by, or indirectly attributable to any person or body who has, or may have, dealings of any kind whatsoever with the council or, who has applied, or may apply, to the council for any planning or other kind of decision.
- 10.8 When determining whether a conflict of interest exists, employees must consider whether any private or personal interest could reasonably be perceived as compromising, or appearing to compromise, their ability to exercise objective judgment in the performance of their duties.

- 10.9 Gifts should not normally be accepted. The only exceptions are items of trivial or token value, typically up to a maximum of £25.00, such as promotional merchandise (e.g., office stationery, mouse mats) or inexpensive seasonal gifts (e.g., calendars, diaries). These items should be suitable for use or display in the workplace. Alcoholic gifts must always be refused.
- 10.10 Under the provisions of Section 117 of the Local Government Act 1972, employees are forbidden under the colour of their office and employment to accept any fee or reward other than their proper remuneration and any person who contravenes this provision would be liable, on summary conviction, to a fine.
- 10.11 In the event of an employee receiving a gift without warning, which does not fall into any of the exceptions mentioned above, this should immediately be reported to their Head of Service who will be responsible for deciding whether the gift should be returned

#### **Wills**

- 10.12 If any employee becomes aware that they have been included as the beneficiary in the will of a client, for whom the council offers or used to offer a service where there is a connection with the employee's work, the employee must inform their Head of Service as soon as possible who will liaise with HR

#### **Hospitality**

- 10.13 Employees should only accept offers of hospitality if there is a genuine need to share information or represent the council in the community. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where the council should be seen to be represented.
- 10.14 When hospitality is declined this should be done courteously but firmly explaining the procedures and standards operating within the council around this.
- 10.15 Hospitality must be authorised and recorded in line with this policy. Employees should be particularly sensitive when accepting hospitality as to its timing in relation to decisions which the council may be taking affecting those providing the hospitality.
- 10.16 Acceptance by employees of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal, where the council gives consent in advance and where the council is satisfied that any purchasing decisions are not compromised.
- 10.17 Where visits to inspect equipment etc are required, employees should ensure that the council meets the cost of such visits to avoid jeopardising the integrity of subsequent purchasing decisions.

- 10.18 Employees must tactfully refuse offers of hospitality where any suggestion of improper influence would be inferred. Special caution is necessary where hospitality is offered by a person or body having or seeking business with, or a decision from the council, particularly where the offer is to an individual employee.
- 10.19 There should be no cause for concern if the offer is made by another non-commercial public body, for example another Council within Greater Manchester.
- 10.20 Hospitality should only be accepted where it is on a scale appropriate to the circumstances, reasonably incidental to the occasion and not extravagant and where it is apparent that no cause could reasonably arise for adverse criticism about the acceptance of hospitality.

### **Sponsorship – Giving and Receiving**

- 10.21 Where an outside organisation wishes to sponsor a local government activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.
- 10.22 Where the Council sponsors an event or service, employees and their partners, spouses, or relatives must not benefit directly from such sponsorship without full disclosure of the interest to their manager. Similarly, where the Council provides support in the community through sponsorship, grant aid, financial assistance, or other means, employees must ensure that impartial advice is given and that no conflict of interest arises.
- If the Council intends to sponsor an event or service, legal advice should be sought, as a formal agreement will likely need to be drafted (e.g., contracts relating to sponsorship). Heads of Service should ensure that appropriate impartial advice is provided in line with circumstances, and consult Legal Services when required.
- 10.23 Employees should disclose any sponsorship arrangement in line with this policy.

### **Personal interests / Conflict of Interest**

- 10.24 Should employees or their close relatives have a personal interest (financial or non-financial including a relationship with contractors of bodies doing business/in receipt of a service/application with the Council) in any matter under consideration by the council or any application to the council where an employee they must declare this to their manager and record it as a potential conflict of interest in accordance with this policy as soon as they become aware of the matter.



- 10.25 Employees must not be directly involved in the processing of any matter or application in which they or any close relative has a personal interest.
- 10.26 Employees must declare in accordance with this policy any membership of an organisation not open to the public without formal membership and commitment of allegiance and which has secrecy rules, membership or conduct

## **11. Officer Requirement to Declare Related Party Transactions**

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To ensure transparency and good financial management, Bury Council asks certain employees to complete a Related Party Declaration each year. This is a legal requirement under the Local Government and Housing Act 1989 and helps with preparing the Council's annual financial accounts according to national rules.

### **Why this matters**

The purpose of the declaration is to identify any relationships or transactions involving employees, their close family, or household members that could influence — or appear to influence — the Council's financial decisions. These are known as related party transactions, and they must be disclosed to ensure our accounts remain fair, transparent, and credible.

### **Who needs to complete this**

Senior officers, including Executive Directors, Directors, and those in positions of financial or operational influence, are required to complete the declaration annually — even if there are no related party interests to report.

### **What is a 'related party'?**

A related party is any individual or organisation that employees, their close family, or household members:

- Control or significantly influence (e.g. own a major shareholding, manage, or hold a key decision-making role); or
- Receive financial benefit from due to a relationship with the Council.

This includes:

- Businesses in which employees or a close relative of an employee have a significant interest (generally considered over 20% ownership or control).
- Voluntary or community organisations employees are involved with that receive Council funding.
- Individuals in an employee's household who work for or receive payments from organisations funded by the Council.

Examples include:

- An employee, or a family member of an employee, owns a company that contracts with the Council.
- Employees are a trustee or committee member of a charity that receives Council grants.



- A member of an employee's household works for a provider commissioned by the Council.

### **What employees need to do**

Each year, relevant employees will be asked to complete a Related Party Declaration form and return it to the Director of Finance. This applies even if the employee has no interests to declare — a nil return is still required.

### **Employee's responsibilities**

- Declare any relevant interests honestly and fully.
- Update their declaration promptly if circumstances change during the year.
- Understand that failing to declare relevant interests could result in a breach of this Code of Conduct and have disciplinary consequences.

By completing this declaration, employees help ensure Bury Council meets its legal duties and maintains public confidence in its financial and ethical standards.

## **12. Financial Resources and Use of Council Property (Including Intellectual Property)**

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- 12.1 Bury Council's resources are provided to support the delivery of Council services and the achievement of its strategic objectives. These resources must not be used for personal or private work. employees are expected to take care when using Council property and avoid any misuse, damage, or unauthorised use.
- 12.2 If employees have access to Council assets (including buildings, vehicles, equipment, IT systems, cash, or other property) employees are personally responsible for their proper use and security. Employees must ensure these assets are protected against loss, theft, damage, or misuse. Any incidents involving loss or theft must be reported immediately to the employee's line manager
- 12.3 When using Council services in a personal capacity (e.g. occupying Council property, claiming benefits, or using leisure services), employees are expected to act with integrity and in accordance with the same standards expected of any member of the public.
- 12.4 All employees must comply with Bury Council's Financial Regulations, which are designed to safeguard public funds and ensure the responsible use of financial resources. This includes following correct procedures when placing orders, authorising expenditure, or managing budgets. If an employee is unsure about any financial process, they should seek advice from their line manager or the Finance team.
- 12.5 Any intellectual property or copyrighted material created by an employee in the course of their employment (such as written reports, designs, software,

training materials, or other creative outputs) remains the property of Bury Council. While the Council values employees' contributions, they are not permitted to use, sell, or otherwise exploit this intellectual property without the Council's prior written consent. Unauthorised use may constitute a breach of contract and, in some cases, a criminal offence.

- 12.6 Employees must also respect the intellectual property rights of others, including colleagues, external partners, and third-party organisations. Plagiarism, unauthorised use, or misrepresentation of others' work is strictly prohibited.

### **13. Separation of Roles During Tendering**

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- 13.1 Employees involved in the tendering process and dealing with contractors should be clear on the separation of client and contractor roles within the authority. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness and at time discretion and confidentiality.
- 13.2 Employees in contractor or client units must exercise fairness and impartiality when dealing with all customers, suppliers, other contractors and sub-contractors, in accordance with any policies and rules determined by the Council, particularly in relation to procurement.
- 13.3 Employees who are privy to confidential information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorised party or organisation.
- 13.4 Employees contemplating a management buyout should, as soon as they have formed a definite intent, inform their immediate supervisor and withdraw from the contract awarding processes.
- 13.5 Employees should ensure that no special favour is shown to current or recent former employees or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity.

### **14. Recruitment and Employment-Related Decisions**

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- 14.1 Employees involved in recruitment and selection must ensure that all appointments are made strictly on the basis of merit, in line with the principles of fairness, equality, and the ability of the candidate to perform the duties of the post. It is unlawful and against Council policy to make an appointment based on anything other than objective criteria.
- 14.2 To avoid any perception of bias or conflict of interest, employees must not be involved in any part of the recruitment process where the applicant is a relative or someone with whom they have a close personal relationship

outside of work. This includes shortlisting, interviewing, or making final decisions.

- 14.3 Where a senior officer has the authority to appoint staff, they must not appoint a relative to any position without first referring the proposed appointment to the relevant committee for consideration and approval.
- 14.4 Similarly, employees must not be involved in decisions relating to disciplinary matters, promotions, pay adjustments, or performance management for any individual with whom they have a close personal relationship, including relatives or partners. Such involvement could compromise the integrity of the process and lead to allegations of favouritism or unfair treatment.
- 14.5 The Council does not encourage close relatives or partners working together, particularly where one manages the other, due to potential concerns around confidentiality, impartiality, and team dynamics. Where such arrangements exist, employees are expected to maintain professional boundaries and uphold the highest standards of conduct.
- 14.6 Where necessary, adjustments to working arrangements may be considered to avoid conflicts of interest. If relocation or changes are not practical, employees must ensure that personal relationships do not interfere with workplace responsibilities.
- 14.7 For the purposes of this policy, the definition of a close relative is outlined in [Appendix H of the Conditions of Service](#), and includes family members such as parents, children, siblings (including in-laws), grandparents, grandchildren, aunts, uncles, nieces, nephews, and partners (including same-sex partners). Adopted and step-relations are also included.

## 15. Conduct Outside Working Hours

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- 15.1 While employees' personal life outside of work is generally a private matter, as an employee of Bury Council, they are expected to uphold the Council's values and maintain public trust at all times. Employees must avoid any behaviour, whether in person or online, that could reasonably be seen to damage the Council's reputation or bring it into disrepute.
- 15.2 Serious misconduct or criminal offences committed either during or outside of working hours may result in disciplinary action, particularly where such conduct:
  - Impacts the employee's ability to perform their role,
  - Undermines public confidence in the Council, or
  - Brings the Council into disrepute.

This may include, but is not limited to, arrest, offences involving dishonesty, violence, harassment, or misuse of social media

- 15.3 Certain professions are subject to external codes of conduct or regulatory standards. If an employee is a member of a professional body, the employee should be aware that misconduct even outside of work may result in disciplinary action by that body, including being removed from the professional register. Employees are responsible for understanding and complying with any relevant professional codes of practice.
- 15.4 If an employee is issued with a Council uniform and chooses to wear it outside of working hours, they should be aware that they remain identifiable as a Council employee. The employee's conduct while in uniform must reflect the standards expected of them during working hours.

## 16. Safeguarding

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- 16.1 Bury Council is fully committed to maintaining a safe, respectful, and supportive working and learning environment, free from abuse, harm, or neglect. All employees have a responsibility to contribute to a culture of safety and vigilance across the Council's diverse services and settings.
- 16.2 The Council actively promotes a safeguarding culture by:
- Clearly defining and communicating safeguarding roles and responsibilities across the organisation.
  - Implementing robust, auditable safeguarding procedures.
  - Providing mandatory safeguarding training for all staff.
  - Allocating appropriate resources to support safeguarding practices.
- 16.3 All employees are expected to familiarise themselves with the Council's safeguarding policies and procedures and to act promptly and appropriately if they have concerns about the safety or wellbeing of a child, young person, or vulnerable adult.
- 16.4 For further information and guidance, please refer to the Council's [Safeguarding resources](#)

## 17. Declaration of Criminal Offences

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- 17.1 Employees must declare to the Council:
- If they become subject to a police investigation, arrest, charge or conviction involving a child/vulnerable adult or a serious criminal offence involving any physical assaults or sexual assaults on anybody
  - If they are under assessment by a children's services function over the welfare of their own children or children regularly in their care
  - If they are being charged or prosecuted for a criminal offence that is either reportable to their professional body or standards body, or which could either:
    - bring the Council into disrepute, or
    - result in them being unable to undertake the role for which they are employed (e.g. a driving ban), or

- may result in a prison sentence (suspended or otherwise)

17.2 Notification should be made as **soon as reasonably practical** following any police involvement. The Council will treat such disclosures confidentially and assess the implications on a case-by-case basis.

Declarations must be made to the appropriate Chief Officer, who will consider – with advice from HR and, if the employee works with children or vulnerable adults, in line with LADO/PIPOT procedures respectively – what support could be put in place or action taken. This could include disciplinary action.

17.3 Failure to declare or accurately declare relevant investigations or offences could result in disciplinary action.

17.4 Employees will be supported throughout the process, and any action taken will be proportionate and in line with employment law and safeguarding responsibilities.

## 18. Equality, Diversity and Inclusion

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18.1 All local government employees must ensure full compliance with equality-related policies adopted by the Council, in addition to the legal requirements set out in the Equality Act 2010. This legislation protects individuals from discrimination, harassment and victimisation based on nine protected characteristics, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. In addition to these, the Council recognises and promotes four additional characteristics that reflect our commitment to inclusion and respect within our workforce and community. These are:

- Socio-economic background
- Parental or caring responsibilities
- Veteran status
- Gender identity beyond binary definitions

We operate a zero-tolerance approach to all forms of discrimination, harassment and victimisation. Everyone, whether a member of the local community, a customer, or a colleague, has the right to be treated with fairness, dignity and respect.

If an employee experiences or witnesses behaviour that breaches these standards, they are strongly encouraged to report it. Reports can be made through:

- Line managers

- HR
- The Council's confidential reporting (whistleblowing) channels (please see section 19).

All concerns will be taken seriously and handled in line with our policies to ensure a safe and inclusive working environment.

## 19. Raising Concerns and Whistleblowing

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- 19.1 If an employee become aware of any significant deficiency of service provision, wrongdoing, fraud, customer abuse, breach of procedure or malpractice, they must report this to the appropriate level of management.
- 19.2 If an employee becomes aware of activities that are illegal, unethical or violate this code, they must also report this in accordance with the Council's [Whistleblowing Policy](#). Alternatively, call the dedicated Whistleblowing telephone number on 0161 253 6446 or email [whistleblowing@bury.gov.uk](mailto:whistleblowing@bury.gov.uk).

## 20. Health and Safety

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- 22.1 The Council has a legal duty to ensure that working for the Council is safe and healthy. Employees also have a personal responsibility for the health and safety of themselves and others. Employees have a vital duty to raise concerns about health and safety issues, identify hazards, give their opinion on suitable solutions to health and safety problems, participate in training, and contribute to risk assessment and risk-control procedures.
- 22.2 Employees must follow established safe systems of working, including the appropriate use of personal protective equipment. At the earliest opportunity report any accidents, incidents of third-party abuse and harassment, and near misses immediately to the employee's line manager. Employees must ensure they have also read the Council's Health and Safety Policy.
- 22.3 Managers are responsible for the active promotion of the health, safety and wellbeing of staff, as well as those affected by the work of their teams through risk assessment and consistent application of health and safety arrangements.
- 22.4 When employees are in the office, they must wear their Council security pass and ensure it is always visible. It is not to be shared with anyone else, and any lost or misplaced security passes should be reported to Facilities Management immediately. It is also important that employees do not 'tailgate' through security barriers or doors or allow anyone else following them to do the same. If it is safe to do so, employees are expected to challenge anyone in a staff-only area who does not have a pass and report it to Facilities

Management. Ensure that any visitors employees have follow the appropriate visitor protocol that applies to the building.

## 21. Environmental responsibility

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- 21.1 Bury Council is committed to environmental sustainability and responsible stewardship in all areas of its operations. Employees play a vital role in supporting the Council's environmental objectives and helping to reduce the environmental impact of our activities.
- 21.2 The Council has set a target for both the organisation and the borough to be carbon neutral by 2038. Achieving this goal requires collective action and a commitment to embedding sustainable practices into everyday work.
- 21.3 Employees are encouraged to:
- Consider the environmental impact of their decisions and actions.
  - Choose the lowest-carbon option for business travel wherever possible.
  - Avoid the use of single-use plastics and minimise unnecessary paper use.
  - Use recycling facilities provided in Council buildings and promote waste reduction.
  - Sustainability should be a core consideration in their day-to-day responsibilities, and employees are expected to contribute to the Council's climate goals through informed, environmentally conscious choices.

For further information, please refer to [Bury's Climate Action Strategy and Action Plan](#).

## 22. Leadership

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- 22.1 Our responsibility is to our communities, and as proud and passionate ambassadors for Bury we are all expected to lead by example through our actions and behaviour in line with the principles set out in this code.
- 22.2 Those undertaking a leadership role at Bury Council are responsible for the delivery of high-quality services through empowering and trusting others, providing positive influence, innovation and creativity, and modelling the ethical behaviours needed from their teams. Leaders are accountable for the decisions they make and should ensure they are free of bias to maintain public trust.
- 22.3 Managers have a duty of care to staff and are responsible for providing a safe, encouraging and supportive work environment that values diversity and individual talents. Managers are also responsible for ensuring clarity of role, tracking, monitoring of performance, and setting reasonable standards around behaviour within a particular role. Managers should demonstrate trust in their

teams while providing support when needed, treating employees fairly and consistently.

- 22.4 Leaders and managers should pursue any training or development opportunities that will support them to demonstrate the required standards and behaviours in their role.

## **23. Interpretation**

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- 23.1 Any interpretation of this Code should be determined by the Assistant Director of People and Inclusion after consultation with the Cabinet Member for Corporate Affairs and HR and relevant Opposition spokespersons.

## **24. Disciplinary Action**

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- 24.1 Any serious contravention of this Code may result in disciplinary proceedings.

## **25. Grievance Procedure**

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- 25.1 An employee who has a grievance arising from the interpretation of the Code shall have access to the Council's Grievance Procedure.
- 25.2 Any officer or Member who has been involved in an interpretation of the Code which results in a grievance arising should not be involved in the consideration of that grievance.

## **26. Application of Code**

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- 26.1 The Code embodies general guidance for all employees of the Council. It is recognised, however, that specific arrangements may be made at Departmental level to address circumstances/situations encountered by certain employees.





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## 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>	Employee Code of Conduct
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton
<b>Department/Team</b>	HR & OD
<b>Proposed Implementation Date</b>	September 2025
<b>Author of the EqlA</b>	Andrew Smith
<b>Date of the EqlA</b>	04/08/2025

<b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>
<p>The Code of Conduct outlines the expected standards of behaviour, values, and ethical principles for all employees of Bury Council. It ensures employees act with integrity, impartiality, and professionalism, fostering trust with residents, elected members, and colleagues. The Code covers areas such as political neutrality, safeguarding, equality, declarations of interest, conduct, and whistleblowing.</p>

## 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/No</b> <del>(state reasons for answering 'no')</del></p> <p>Community/Residents: <b>Yes/No</b> <del>(state reasons for answering 'no')</del></p> <p>Third parties such as suppliers, providers and voluntary organisations: <b>Yes/No</b> <del>(state reasons for answering 'no')</del></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> <ul style="list-style-type: none"> <li>• Bury Council Employee Code of Conduct (2025)</li> <li>• Local Government Act 1972 and 1989</li> <li>• Localism Act 2011</li> <li>• Nolan Principles of Public Life</li> <li>• Council's Whistleblowing Policy</li> <li>• Health and Safety Policy</li> </ul>
<p><b>Data:</b></p>
<p><b>Stakeholder information/consultation:</b></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
Age	Neutral impact; applies equally to all ages.	Code is universal in application.	None needed.	Neutral
Disability	Risk of indirect disadvantage if policies are not provided in accessible formats.	Council's reasonable adjustment duty.	Ensure accessible versions (e.g., Easy Read, screen-reader friendly).	Neutral
Gender Reassignment	Potential for harassment if protections not explicitly upheld.	EDI commitments in Code.	Strengthen awareness via training.	Neutral
Marriage and Civil Partnership	No differential impact identified.	Applies equally regardless of status.	None needed.	Neutral
Pregnancy and Maternity	May require additional flexibility under	Employee rights protected by law.	Ensure Code does not conflict with maternity protections.	Neutral

	Code (e.g., for breaks, time off).			
<b>Race</b>	Positive – promotes inclusive behaviours and respect for diversity.	EDI section and Nolan Principles.	Reinforce via anti-racism training.	Positive
<b>Religion and Belief</b>	Neutral – but ensure policies do not unintentionally restrict religious expression.	Code avoids reference to specific customs.	Encourage flexible observance practices.	Neutral
<b>Sex</b>	Neutral – gender-balanced language used throughout.	HR and policy reviews.	Monitor application of disciplinary outcomes by gender.	Neutral
<b>Sexual Orientation</b>	Positive – supports inclusive culture and reporting of harassment.	Nolan Principles; Whistleblowing policy.	Promote allyship and reporting mechanisms.	Positive
<b>Carers</b>	Risk of indirect discrimination due to rigid conduct expectations.	Employees' needs for flexibility.	Reiterate flexible working policy links.	Neutral

<b>Looked After Children and Care Leavers</b>	No direct impact; potential to reinforce inclusive practice.	Policy is employee-focused.	Highlight support options in induction.	Neutral
<b>Socio-economically vulnerable</b>	Neutral – no fees or penalties included.	Applies universally.	Reinforce support services for financial wellbeing.	Neutral
<b>Veterans</b>	Potential for positive impact if experience valued.	No specific references.	Signpost veteran support policies where applicable.	Neutral

### **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	Ensure Code is published in accessible formats (PDF/Audio/Text)	Communications/EDI	Sept 2025
Race, Sexual Orientation	Promote inclusive culture via staff training	HR/L&D	Ongoing
Carers	Cross-reference with Flexible Working policy	Policy Team	Sept 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)**

	<b>Likelihood</b>
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Impact x Likelihood = Score			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
<b>3.3 Reasons for risk level calculation</b>	The Code is designed to promote fairness and integrity. Low risks around accessibility and unconscious bias remain but can be mitigated by existing HR/EDI policies.

#### 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	While the Code is comprehensive and inclusive, minor risks (e.g., access to information or unconscious bias in disciplinary actions) can be



		mitigated through good communication, training, and monitoring.
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	Andrew Smith	04/08/2025	
Responsible Asst. Director/Director			
EDI			

## EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details

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## Appendix K: Facilities Time Agreement

December 2025

## Contents

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## 1. Introduction

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- 1.1 This agreement, between Bury Council and the Bury Branch of Unison, sets out the facilities time arrangements for trade union representatives who are employed by the Council. It also acts as a guide for managing arrangements for time off for trade union duties and activities and for the recording and publishing of required data.
- 1.2 It aims to support effective industrial relations by enabling trade union representatives to carry out their duties efficiently while balancing the operational needs of the Council.

## 2. Definitions

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- 2.1 The agreement relates to trade union representatives and union learning representatives who can be accredited or unaccredited. Accredited Representatives can be:
- A member of the Unison Executive Council or National/Regional Body of Unison or Annual Conference delegate for the period of the Conference
  - Elected officers of the Branch, departmental representatives, shop stewards and appointed Safety representatives.
- 2.2 Trade Union Representative: An employee who has been elected or appointed, in accordance with the rules of an independent trade union (Unison), to represent all or some of the members within the workplace where the trade union is recognised for collective bargaining purposes.
- 2.3 Union Learning Representative: An employee who has been elected or appointed, in accordance with the rules of an independent trade union (Unison) to be a learning representative of the union in the workplace where the trade union is recognised.
- 2.4 Facilities Time: Paid or unpaid time off during working hours granted by the employer to trade union representatives to carry out trade union duties or activities. This includes time for negotiations, representation, consultation, and training.
- 2.5 Trade Union Duties: Duties carried out by trade union representatives that relate to industrial relations between the employer and employees. These are set out in detail in the [ACAS Code of Practice for Trade Union Duties and Activities](#) and include, but are not limited to:
- Negotiating, providing advice and accompanying/representing employees, in matters relating to terms and conditions of employment/policies/procedures, including:
    - disciplinary, capability, grievance, redeployment, managing attendance issues

- allocation of work or duties
    - flexible working arrangements, hours/rotas and work-life balance issues
    - job evaluation and pay and grading
    - physical conditions in the workplace
  - Consulting on organisational change/restructures and redundancies (as identified under s.188 of TULR(C)A) or TUPE transfers (Transfer of Undertakings (Protection of Employment) Regulations 2006)
  - Attending meetings with management
  - Preparing for and attending joint consultative committees
  - Safety representatives carrying out their functions under Health and Safety Regulations
  - Training to enable trade union duties to be carried out
- 2.6 Trade Union Activities: Activities that trade union members or representatives may undertake to support the functioning of the union. These are generally unpaid unless otherwise agreed and include:
- Attending workplace meetings to discuss union matters e.g. Monthly meetings of the Unison Branch Executive
  - Voting in union elections
  - Participating in union conferences

### **3. Facilities to be provided**

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- 3.1 Whilst on secondment, Unison officers will be located at the Bury Branch of Unison, 17 Knowsley Street, Bury, which is wholly owned by Unison. Unison will ensure that the premises and ancillary equipment including desks, chairs, filing cabinets, telephones, photocopier, PC's etc. are maintained in a manner that provides a safe working environment. All of the above items are purchased by and maintained by the Branch except for the telephony system which is provided by the Council.
- 3.2 Workplace stewards and representatives will be granted reasonable access to external telephones for the purpose of carrying out their duties.
- 3.3 Should accommodation be required in Council buildings, this will be provided subject to Unison giving adequate notice to enable rooms to be booked etc.
- 3.4 Free use of the Council's internal mail systems is permitted with any external post and use of the Council's photocopiers being chargeable to Unison.
- 3.5 Notice boards to display Unison information/notices can be erected in admin buildings by agreement.

#### **4. Union subscriptions – deductions of contributions at source (DOCAS)**

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- 4.1 Unison subscriptions can be deducted from employees' salaries and paid to the trade union as an alternative to employees paying by direct debit in accordance with the jointly developed, agreed and signed service level agreement.

#### **5. Time off for branch officers and trade union representatives**

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- 5.1 The Council has agreed time off for unison branch officers equating to 2.5 full-time equivalent (fte) employees' working time. There is also an established post of Branch Secretary. The allocation and distribution of these hours will be wholly at the discretion of the Branch Secretary who will advise the Chief Executive annually of the names, designation, proportionate hours and the disbursement allocated to each branch officer.
- 5.2 Time off for trade union duties: In addition to the above, reasonable time off during working hours will be granted to all branch officers and accredited trade union representatives to undertake their trade union duties. Where there is no option for the meeting to be held in normal working hours, or where it is in the benefit of the organisation that the meeting is carried out in the representative's normal non-working time, then TOIL may be granted with prior agreement.
- 5.3 Both parties to this agreement accept the need to be flexible within this process and recognise their duties and obligations. The parties will seek to agree a mutually convenient time for the duties or activities, with minimum disruption to the service. If possible, the union will consider arranging workplace meetings towards the end of the working week or near break times.
- 5.4 Time off for training: The Council will grant trade union representatives reasonable paid time-off during working hours to undertake training (including e-learning) relevant to the carrying out of their duties as a trade union representative as identified in this agreement.
- 5.5 Time off for trade union activities: Reasonable time off during working hours for trade union activities will be granted to all branch officers and accredited trade union representatives.
- 5.6 Time off for union learning representatives: The Council will grant union learning representatives reasonable time off for training and to undertake their duties in relation to:
- analysing learning or training needs
  - providing information, advice and guidance on learning and training

- preparing for and promoting learning and training
- consulting on activities or preparing to undertake activities

If a trade union representative or union learning representative undertakes training outside of his/her normal working hours, he/she will not be paid any additional hours.

- 5.7 Reasonableness of requested time off: The determination of reasonableness will depend ultimately on the needs of the service at the time of the request and the union is aware that managers need to take this into account. Each application for time off will be assessed on its own merit; however, the Council will give consideration to:
- the nature and timing of the request
  - the amount of time off previously granted or planned for the future
  - the number of representatives or members seeking time off within a given period
- 5.8 Consideration will be given to the number of hours an employee is due to work in a week on both Council and trade union duties, e.g. training on trade union duties during normal working hours would be considered as part of the working week.
- 5.9 If reasonable time off cannot be agreed, this will be referred to the Branch Secretary and the Chief Executive for determination. If no decision is reached the matter shall be referred to the Joint Consultative Committee in the first instance.

## **6. Trade Union (Facilities Time Publication Requirements) Regulations 2017**

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- 6.1 The Council is required to record and publish data related to the usage and spend on trade union facility time by 31<sup>st</sup> July each year.
- 6.2 Trade union representatives and union learning representatives must therefore ensure that they follow the procedure set out in Appendix 1 of this agreement for informing their line manager of their wish to take paid time off to carry out their duties and for recording the time away from the workplace.

Representatives must ensure that all such paid time off is accurately recorded) and passed to the Branch Secretary on a monthly basis, or as soon as is practical. The Branch Secretary will agree and collate the records, then forward details to the HR Business Manager each year to support the required publication of Facilities Time data.



## **7. Review**

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- 7.1 The arrangements will be reviewed in 3 years' time in accordance with the usual policy review arrangements, or sooner if legislation changes.

## **Appendix 1 : Process for requesting time off for trade union duties and activities**

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1. Day-to-day trade union activities should normally be agreed verbally or by email/in writing between the representative and their line manager as soon as practically possible. As much notice as possible should be given and representatives should state:
  - the reason for the request (while preserving personal confidentiality, for example for those individuals who are involved with discipline or grievance procedures)
  - the location of the activity and
  - the time and duration of the meeting or activity
2. The line manager will consider the request having due regard for the provisions of the Trade Union & Labour Relations Act and give a response as soon as possible to the employee. Time taken to respond may vary depending on the nature of the request and the demands of the service.
3. For more formal requests/requests for time off for training:
  - requests and responses should be sent by the employee to the Branch Secretary
  - the Branch Secretary will write to the HR Business Manager formally asking for agreement

Following liaison between HR and the service, the request will be formally agreed or any issues e.g. service capacity, will be discussed with the Branch Secretary.

4. Should it not be possible to resolve any issues, the request will be referred to the Chief Executive for consultation with the Branch Secretary for a decision.
5. The trade union representative will record their time off and send details to the Branch Secretary each month.



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## 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>	Facilities Time Agreement, Appendix K – Local Conditions of Service
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton
<b>Department/Team</b>	HR
<b>Proposed Implementation Date</b>	November 2025 following JCC
<b>Author of the EqlA</b>	Catherine King
<b>Date of the EqlA</b>	12/08/2025

<b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>
<p>This agreement, between Bury Council and the Bury Branch of Unison, sets out the facilities time arrangements for trade union representatives who are employed by the Council. It also acts as a guide for managing arrangements for time off for trade union duties and activities and for the recording and publishing of required data.</p> <p>It aims to support effective industrial relations by enabling trade union representatives to carry out their duties efficiently while balancing the operational needs of the Council.</p>

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

<p><b>2.1 Who could the proposed policy/project/decision likely have an impact on?</b></p> <p>Employees: <b>Yes</b>          Community/Residents: <b>No – internal policy</b>          Third parties such as suppliers, providers and voluntary organisations: <b>No – Internal policy</b>          If the answer to all three questions is 'no' there is no need to continue with this analysis.</p>
<p><b>2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation</b></p> <p><b>Documentary Evidence:</b> Our <a href="#">Employment Equality Report</a> illustrates the demographics of the staff this policy relates to.</p> <p><b>Data:</b></p> <p><b>Stakeholder information/consultation:</b> Discussion and agreement with Unison</p>
<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></p> <ul style="list-style-type: none"> <li>• Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups? <b>No</b></li> <li>• Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic? <b>No</b></li> <li>• Could the proposal affect the usage or experience of a service because of a protected characteristic? <b>No</b></li> <li>• Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal? <b>No</b></li> <li>• Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation? <b>Less</b></li> <li>• Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)? <b>No</b></li> <li>• Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council? <b>No</b></li> </ul>

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				Neutral
Disability				Neutral
Gender Reassignment				Neutral
Marriage and Civil Partnership				Neutral
Pregnancy and Maternity				Neutral
Race				Neutral
Religion and Belief				Neutral
Sex				Neutral
Sexual Orientation				Neutral
Carers				Neutral
Looked After Children and Care Leavers				Neutral
Socio-economically vulnerable				Neutral
Veterans				Neutral

**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

<b>Risk Level</b>	<b>No Risk = 0</b>	<b>Low Risk = 1 - 4</b>	<b>Medium Risk = 5 – 7</b>	<b>High Risk = 8 - 16</b>
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<b>3.2 Level of risk identified</b>	0
<b>3.3 Reasons for risk level calculation</b>	No negative impact.



#### 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	
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
Lead Officer/SRO/Project Manager	Catherine King	13.8.25	
Responsible Asst. Director/Director			
EDI	Lee Cawley	14/08/25	QA Complete. There are no adverse impacts identified in the development of this policy or anticipated in the application of the policy. The policy applies equitably across all characteristics and circumstances

#### EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details



## Capability Policy for Managing Performance

November 2025

## Contents

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## 1. Purpose

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- 1.1 The purpose of this policy is to provide a structured approach to managing underperformance among employees at Bury Council. This policy aims to support employees in improving their performance to meet the required standards and to ensure fair and consistent treatment.

## 2. Scope

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- 2.1 This policy applies to all employees of Bury Council, excluding teachers and those in their probationary period, who are covered by a separate probationary procedure.

## 3. Principles

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- 3.1 Fairness and Consistency: All employees will be treated fairly and consistently.
- 3.2 Support and Development: The Council is committed to supporting employees to improve their performance through appropriate training and development.
- 3.3 Confidentiality: All matters related to underperformance will be handled confidentially.

## 4. Identifying Underperformance

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- 4.1 Underperformance may be identified through:
- Regular performance appraisals.
  - Regular one to one meetings or supervision meetings
  - Feedback from supervisors, colleagues, or service users.
  - Observations of work performance.

## 5. Initial Action

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- 5.1 Capability relates to, but is not limited to, the skills, aptitudes, mental or physical health of an employee.
- 5.2 When underperformance has been identified as outlined above, the manager should take the following initial actions.

- **Discussion:** The line manager will discuss the performance issues with the employee, providing specific examples and explaining the required standards.
- **Support Plan:** A support plan will be developed, outlining the support and training to be provided, and setting clear, achievable targets and timescales for improvement (see section 9).

## 6. Formal Capability Procedure

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6.1 If there is insufficient improvement following the initial action, the formal capability procedure will be initiated.

### 6.2 Stage 1: Formal Meeting

- **Notification:** The employee will be given at least 5 working days' notice of the meeting, by the line manager.
- **Meeting:** The meeting will be conducted by the line manager and if required, a representative from HR. The employee has the right to be accompanied by a trade union representative or a colleague. A discussion should take place regarding details of the performance concerns any supporting evidence and agreement reached on what supportive actions may help.
- **Outcome:** A performance improvement plan (PIP) will be agreed upon, setting out the required improvements, support to be provided, and a review period (see section 9).

### 6.3 Stage 2: Review Meeting

- **Review:** At the end of the review period, a meeting will be held to assess the employee's progress. The employee should be given at least 5 working days' notice of the meeting. A representative for HR can attend if required. The employee has the right to be accompanied by a trade union representative or a colleague.
- **Outcome:** If sufficient improvement has been made, the capability process will end. If not, the review period may be extended (for example where some improvement has been made), or the process may move to the next stage (for example, where the performance is so serious that it is having a harmful effect on the Council or its clients). Where the review period is extended, a further review meeting (extended review meeting) should be held at the end of the extended review period.

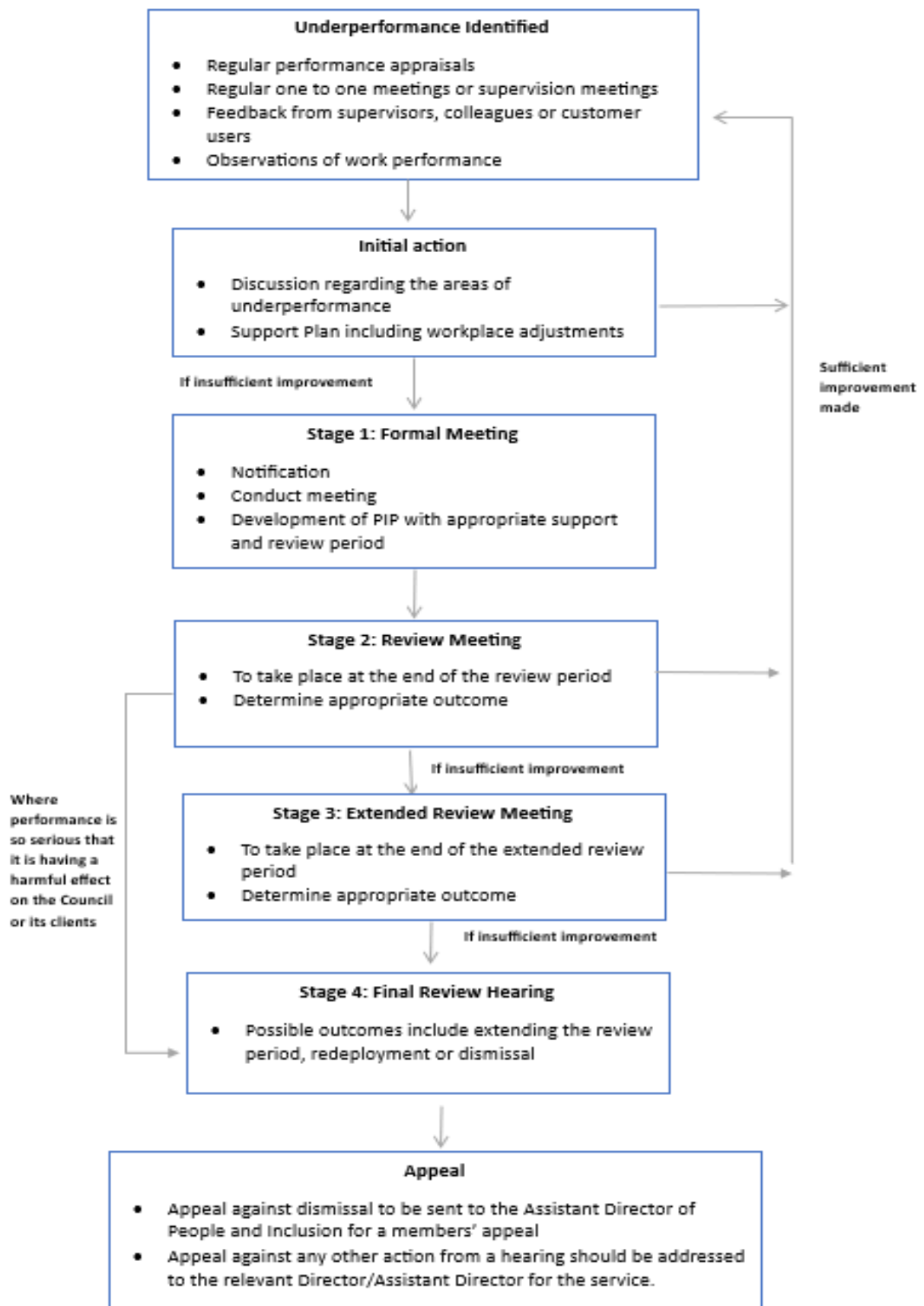
#### 6.4 Stage 3: Extended Review Meeting

- **Review:** At the end of the extended review period, a further meeting will be held to assess the employee's progress. The employee should be given at least 5 working days' notice of the meeting. A representative for HR can attend if required. The employee has the right to be accompanied by a trade union representative or a colleague.
- **Outcome:** If sufficient improvement has been made, the capability process will end. If not, the employee will be informed that a final review hearing will be arranged.

#### 6.4 Stage 4: Final Review Hearing

- **Final Review:** If there is still insufficient improvement, a final review hearing will be held. This will be chaired by a Senior Manager (see appendix 1)
- **Outcome:** Possible outcomes include extending the review period, redeployment, or dismissal on the grounds of capability. Employee has the right to appeal (see appendix 2)

## Flow Chart





## **7. Support**

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- 7.1 One to one meetings/ supervision meetings should continue to take place during any review period.
- 7.2 At any stage of the process the line manager in conjunction with the employee should consider if a referral to Occupational Health (Optima) would be beneficial and/or if redeployment is a consideration.
- 7.3 If the employee has a disability that's related to the performance issue, the employer must take reasonable steps to support them with workplace adjustments. Ideally, workplace adjustments should be explored and implemented before commencing formal stages of the procedure.
- 7.4 Other support available can include training and development, work shadowing, work buddy, mentor or coach, the Employee Assistant Programme. This list is not exhaustive of the support which can be provided.

## **8. If the employee is absent due to sickness**

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- 8.1 Even if the employee is ill, they should co-operate as much as they can with the procedure. Employees absent due to sickness absence will be subject to the Council's Managing Attendance Policy. Review periods may be suspended whilst an employee is absent from work due to sickness absence.
- 8.2 In cases where the health of an employee is impacting performance, the line manager should consider a referral to Occupational Health (Optima) and/or workplace adjustment.

## **9. Review Period**

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- 9.1 The timescales for the review period should be determined by the manager in conjunction with the employee. This will be based on the regularity of carrying out the tasks concerned or the seriousness of the implications of the poor performance for the Council, its customers or other employees. For example, if an element where under performance is identified only happens once a month, then 3 months could be a reasonable review period but if the element is an everyday/weekly task, then 4 weeks could be deemed suitable. Timescales which are unrealistic can inhibit the achievement of successful outcomes.

## **10. Monitoring and Review**

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- 10.1 This policy will be reviewed 3 yearly to ensure its effectiveness and compliance with relevant legislation.

## Appendix 1: Hearing Procedure

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### Arranging the hearing

- Where possible Hearings will be scheduled to take place on one day or, if necessary, on consecutive days, although it may be necessary to adjourn to seek further information or advice.
- The employee must be informed in writing that they are required to attend a Hearing and that they have the right to be accompanied by a work colleague or a Trade Union representative, or an official employed by a Trade Union. It will be for the employee to arrange the person who will accompany the employee at the Hearing. The employee must be given at least 7 calendar days' notice of the Hearing date, time and venue from the expected date of receipt of the letter.
- The letter will include information about the performance concern(s) and possible consequences. It will also ask if the employee has any special requirements for the Hearing and will provide copies of previous correspondence pertaining to the process.
- The employee will be asked to confirm the name of the Trade Union representative or work colleague attending the Hearing. The employee will be asked to provide any documentation that he or she intends to present or rely on at the Hearing at least 3 working days before the Hearing.
- If the employee cannot attend on the scheduled date through circumstances outside of the employee's control, the Hearing will be rearranged for another date. If the employee's Trade Union representative or work colleague cannot attend on the rescheduled date, the employee can suggest an alternative date and the Hearing will be rearranged for that date. However, ideally the rescheduled Hearing will take place no more than 5 working days after the date of the original Hearing.
- If two Hearings have been convened which the employee has been unable to attend, the second Hearing will take place in the employees' absence and a decision will be made based on the evidence available.
- If required, the Chair of the Hearing will seek a medical view from Occupational Health as to whether the employee is fit to attend the Hearing.

### Hearing Procedure

The Chair of the Hearing will introduce everybody and explain the following procedure to both sides: -

1. The line Manager will state the nature of the case, referring to evidence gathered. They will be permitted to produce relevant documentation.
2. The employee will be given the opportunity to ask questions of the Manager on the evidence given by them.
3. The Chair and the HR representative may also take the opportunity to ask questions.
4. The employee will be given the opportunity to state their case, to produce relevant documentation.
5. The employee's companion will be allowed to address the hearing to:
  - Present the employee's case
  - Sum up the employee's case
  - Respond on the employee's behalf
  - Confer with the employee during the hearing
6. The employee's companion will be able to participate as fully as possible in the hearing, including asking witnesses questions. However, the employee's companion cannot answer questions on the employee's behalf, address the hearing if the employee does not wish it, or prevent the management representative from explaining the Management case.
7. No other person, for example partner or relative, will be allowed to attend the Hearing.
8. The Chair and the HR representative will take the opportunity to ask questions.
9. If appropriate, there may be a general discussion to establish all the facts and/or clear up any misunderstandings.
10. The Manager and employee may summarise the main points of their case. No new evidence or information may be included.
11. The Chair will adjourn to consider the case, with the HR representative.
12. If the Chair wishes to clarify any points of evidence, both sides will be recalled.
13. The Chair will reconvene the hearing to deliver the decision of the Hearing.
14. The decision of the Chair will normally be given verbally at the end of the Hearing and will be confirmed in writing to both parties.

The employee will be given the right of appeal (if appropriate) after the decision.

## Appendix 2: Appeal Procedure

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Staff have the right of appeal against any dismissal or any formal sanction within 10 working days of the decision being communicated:

- Appeals against dismissal to be sent to the Assistant Director of People and Inclusion for a members' appeal.
- Appeals against any other sanctions should be addressed to the relevant Director/Assistant Director for the service.

The appeal must state the reasons for the appeal, which will be one of the following:

- Any part of the procedure was wrong or unfair.
- The dismissal/ sanction was for an unfair reason.
- There is new evidence.

Upon receipt of an appeal, the Director of People and Inclusion or Director/ Assistant Director for the service will provide acknowledgement in writing, ideally within 2 working days.

Following acknowledgement of receipt of the appeal, the Chair of the Appeal Panel plus their HR representative may agree in advance with the appellant and their representative whether the appeal:

- Hears all of the evidence and submissions made to the original hearing (appeal based on findings being unfair)
- Focuses on the issues surrounding the decision (appeal based on the penalty being unfair) – there is no reconsidering all of the evidence, but the management representative may briefly summarise the case.
- Focuses on any new evidence (as this is the reason for the appeal) – it may be considered alongside all the other evidence or may be the main focus – the management representative may briefly summarise the case.
- Focuses on the issues surrounding the procedure (appeal based on procedure not being used correctly) – management representative may briefly summarise the case.

The Chair of the Appeal Panel may request for the Employee to provide further information regarding the reason for their appeal, if insufficient information is provided within their 'Employment Appeal Form'. The appeal hearing date will not be set until such information has been provided

Appeal hearings should ideally take place within 30 working days of receipt of the written request. Where this is not possible, the applicant should be informed as soon as practically possible.

### **Appeals against dismissal.**

Following acknowledgement of receipt of the appeal, the Assistant Director of People and Inclusion will provide the necessary information to the Democratic Services team, who will co-ordinate and arrange the hearing in consultation with all parties.

The panel is made up of the Chair of the Human Resources and Appeals Panel and elected Members of the Council supported by a HR representative. A member of Democratic Services will be present to take notes of the hearing.

### **Appeals against other sanctions.**

Following acknowledgement of receipt of the appeal, the Director/ Assistant Director for the service will make arrangements for the appeal to be heard.

The panel is made up of 2 Senior Managers who have not previously been involved in the case, supported by a HR representative. A note taker may also be present at the hearing.

### **Process**

- The Chair of the original Hearing will present the management case to the hearing panel and may be accompanied by the HR representative who advised them during the Hearing. The HR representative's role is to provide support during the hearing if required, not to present the case.
- The applicant and respondent will be given at least 12 working days' notice of the date of the appeal.
- All statements and documentation to be referred to at the hearing (including any new evidence to be considered) will be submitted 6 working days prior to the hearing date, along with the names of any witnesses to be called.
- Papers will be distributed to Panel members, applicant and respondent 5 working days prior to the appeal.

### **Procedure**

The Chair of the appeal Hearing will introduce everybody and explain the following procedure to both sides: -

1. The employee will be given the opportunity to state their case, explaining the reasons for the appeal.
2. Management may ask the employee questions.
3. The panel and the HR representative may also take the opportunity to ask questions.

4. Management will state the nature of the case, and the reasons for the sanction/dismissal.
5. The employee and representative may ask management questions.
6. The panel and the HR representative may also take the opportunity to ask questions.
7. If appropriate, there may be a general discussion to establish all the facts and/or clear up any misunderstandings.
8. Management and employee may summarise the main points of their case. No new evidence or information may be included.
9. The panel will adjourn to consider the case, with the HR representative.
10. If the Chair wishes to clarify any points of evidence, both sides will be recalled.
11. The Chair will reconvene the hearing to deliver the decision of the Hearing.
12. The decision of the Chair will normally be given verbally at the end of the Hearing and will be confirmed in writing to both parties.
13. There is no further right of appeal, so the process ends.





## 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>	Capability Policy for Managing Underperformance
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton
<b>Department/Team</b>	Corporate Core
<b>Proposed Implementation Date</b>	November 2025
<b>Author of the EqlA</b>	Nicole Howarth – HR & OD Business Partner
<b>Date of the EqlA</b>	10 <sup>th</sup> November 2025

<b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>
<p>The purpose of the policy is to provide a structured approach to managing underperformance among employees at Bury Council. This policy aims to support employees in improving their performance to meet the required standards and to ensure fair and consistent treatment.</p> <p>The policy applies to all employees of Bury Council, excluding teachers and those in their probationary period, who are covered by a separate probationary policy.</p> <p>It is a general update to reflect changes in best practice and legislation.</p>

## 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</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><a href="https://www.bury.gov.uk/asset-library/employment-equality-report-2023.pdf">https://www.bury.gov.uk/asset-library/employment-equality-report-2023.pdf</a></p>
<p><b>Data:</b></p> <p>See above link</p>
<p><b>Stakeholder information/consultation:</b></p> <p>Unison, Employment panel, Managers across a number of departments, the Council's Employment Lawyer and the Council's Equality, Diversity and Inclusion Manager</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>
<ul style="list-style-type: none"> <li>• Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups?</li> <li>• Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic?</li> <li>• Could the proposal affect the usage or experience of a service because of a protected characteristic?</li> <li>• Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal?</li> <li>• Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation?</li> <li>• Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)?</li> <li>• Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council?</li> </ul>

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>	As people get older there may have more issues with performance		Manager to work with employees to identify workplace adjustments Support for implementing workplace adjustments to be included in briefing and training	Neutral
<b>Disability</b>	More likely to have performance issues due to a disability. May not be able to access policy.		Manager to work with employees to identify workplace adjustments. Support for implementing workplace adjustments to be included in briefing and training Staff who cant access the policy on line can ask their manager for a copy	Neutral
<b>Gender Reassignment</b>	No impact			Neutral
<b>Marriage and Civil Partnership</b>	No impact			
<b>Pregnancy and Maternity</b>	More likely to have performance difficulties		Manager to work with employees to identify workplace adjustments	Neutral

			Support for implementing workplace adjustments to be included in briefing and training	
<b>Race</b>	Some ethnic groups may have performance difficulties May not be able to access policy due to limited understanding of English.		Manager to work with employees to identify workplace adjustment Support for implementing workplace adjustments to be included in briefing and training Manager would work with staff member on the most appropriate form of communication.	Neutral
<b>Religion and Belief</b>	Cultural and religion instructions may sometime lead to performance issues		Manager to work with employees to identify workplace adjustments Support for implementing workplace adjustments to be included in briefing and training	Neutral
<b>Sex</b>	Some women may have a period in their time when certain conditions may cause		Manager to work with employees to identify workplace adjustments Support for implementing	Neutral

	symptoms which may affect performance.		workplace adjustments to be included in briefing and training	
<b>Sexual Orientation</b>	No impact			Neutral
<b>Carers</b>	Potential struggles to achieve work-life balance which may lead to performance issues		Workplace adjustment and flexible working options would be considered. Training for managers is available. Support for employees in successfully combining work and caring responsibilities is available including a Carers passport	Neutral
<b>Looked After Children and Care Leavers</b>	Potential struggles to achieve work-life balance which may lead to performance issues		Workplace adjustment and flexible working options would be considered. Training for managers is available. Support for employees in successfully combining work and caring responsibilities is available including a Carers passport	Neutral
<b>Socio-economically vulnerable</b>	Maybe more prone to issues with performance		Workplace adjustment and flexible working options would be	Neutral

			considered. Training for managers is available. Support for employees in successfully combining work and caring responsibilities is available including a Carers passport	
<b>Veterans</b>	Maybe more prone to performance issues		Workplace adjustments would be discussed	Neutral

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

2.5 Characteristics	Action	Action Owner	Completion Date
Front line workers	Front line staff who do not regularly have access to laptops will have access to the policy via their manager or HR.	HRBP	December 2025
All	Training for line managers and staff briefings	HRBP	December 2025
All	Training/briefing to include new workplace adjustment guidance	HRBP	December 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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3.2 Level of risk identified	0
3.3 Reasons for risk level calculation	No impact

#### 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	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		

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		
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## 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	L. Cawley	11/11/25	QA Complete. The analysis has identified and mitigated potential impacts across several characteristics. Mitigations in place ensure neutral impacts by ensuring additional support measures and adjustments are applied where appropriate.

## EqIA Revision Log

5.2 Revision Date	Revision By	Revision Details



## Grievance Resolution Procedure

November 2025

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## 1. Policy Overview

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### Scope

This procedure takes account of the ACAS Code of Practice on Disciplinary and Grievance Procedures and replaces any previous procedures that were in place. It also supports the Authority's obligations under the Equality Act 2010, including the legal duty on employers to take reasonable steps to prevent the sexual harassment of workers, which came into force in October 2024.

This procedure applies to all employees of the Authority except schools' employees where a local policy will be in place as agreed by the relevant Governing Body.

The procedure covers all complaints made by an employee which are either:

- Concerns, problems or complaints that employees raise with their employers. (A grievance)
- Allegations of discrimination, bullying, harassment, and victimisation. (Dignity at Work).

On the whole, the procedure outlined applies equally to both circumstances. Where there are differences, these are set out within the detail of this procedure.

This procedure is designed to deal with either individual or collective grievances. Collective grievances can be raised either by a Trade Union representative or a member of staff nominated to do so by those raising the complaint.

### Purpose

The Council believes that every employee has the right to be treated with dignity and respect in the workplace and is committed to providing a supportive working environment where employees are free from bullying and harassment. It is recognised that threatening or intimidating work environments can interfere with job performance, undermine job security and can cause undue stress.

This procedure sets out a framework to resolve any grievances quickly and fairly.

This procedure cannot be used in relation to:

- Complaints against an agreed Council policy or procedure
  - Matters covered by ongoing action under other procedure or process (e.g. disciplinary, capability, restructuring/redundancy, pay and grading and absence management) as separate procedures/policies are in place for these matters.
  - Appeals against any decision to terminate employment whether on grounds of ill-health, incapacity, redundancy, poor performance or other grounds.
  - Complaints about matters which are more than three months old (though this shall not prevent an employee referring to matters more than three months old in relation to a current grievance).
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The Council shall not usually seek to resolve grievances raised after an employee has ceased their employment with the Council through this procedure. Any issues will ordinarily be dealt with under the Complaints Procedure.

## **Support**

It is recognised that support may be required for all employees involved in a grievance regardless of whether they are making the complaint or the complaint is about them. This may be particularly the case in relation to Dignity at Work related issues. All employees can access the Council's confidential Employee Assistance Programme. Other methods of support will be considered according to the circumstances.

## **2. Procedure**

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### **Stage 1**

Employees are encouraged to talk to their line manager in the first instance about any work-related issue or complaint they may have as concerns can often be addressed. If a concern involves an individual's line manager the employee should discuss the matter with their line manager's manager. The staff members Trade Union representative, or HR are available for advice.

It is important that managers keep an open mind when dealing with such complaints and the manager should listen carefully to what the employee is saying, not make assumptions, and consider how the alleged actions may have made them feel.

The manager will need to consider the most appropriate action to take to resolve the situation. If appropriate, this may be a quiet word with the person who has been complained about, explaining their conduct was inappropriate and outlining how it made that person feel, or maybe an apology from that person, if they are willing to consider this.

Depending on the situation, the manager may think it is appropriate to arrange a meeting with both parties. Before arranging this, the manager should meet with everyone separately to ensure they are all willing to meet to try to resolve the complaint.

It may be more appropriate for mediation to take place with an independent and qualified mediator. Mediation can help to resolve disputes between two or more parties. It can be used where initial discussions have failed to resolve the matter satisfactorily or where a complainant feels that the matter needs to be resolved independently. Mediation can only be used if both parties agree to it and either party has the right to withdraw during the process. Employees are strongly encouraged to explore this as an option where appropriate. It may also be appropriate to consider external mediation. Further information about Mediation is attached at Appendix 3.

Managers can seek support and advice from HR or the Equality, Diversity & Inclusion Manager if required.

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It may be appropriate for the manager to confirm the outcome of any stage 1 resolution, in writing to the employee raising the concern and any other parties.

If an issue has not been satisfactorily resolved at stage 1, an employee should follow the stage 2 process. Acceleration to stage 2 must be within 10 working days from the date of mediation, or notification of the stage 1 resolution.

## Stage 2

If an issue has not been satisfactorily resolved at stage 1, the employee should submit the nature of their concerns, problems or complaints in writing, to their Line manager/Head of Service/Assistant Director. The staff members Trade Union representative, or HR are available for advice.

If the matter is being raised as a collective concern, this should be submitted by a member of staff nominated to do so by those raising the complaint or the Trade Union and the submission should include details of all those who are part of the collective.

The manager to whom the matters are submitted to, will ordinarily act as the 'Grievance Manager' and arrange to meet with the employee without unreasonable delay, ideally within 5 working days, to discuss the issues raised and the steps needed to resolve the concerns. The Grievance Manager should arrange for a note taker to be present and keep a record of the meeting.

In some circumstances, by exception, it may be more appropriate for a different, independent, manager to act as the 'Grievance Manager'.<sup>1</sup> (or in exceptional circumstances an external investigator). The manager who has received the written concerns should discuss any need for an independent 'Grievance Manager' with HR and the decision to do so should be made by the appropriate Head of Service (or above).

In Dignity at Work related complaints an independent manager should often act as the 'Grievance Manager'.

Before the initial meeting between the individual raising the concern and the Grievance Manager, some initial enquiries may have already been carried out by the Grievance Manager based on the information submitted by the employee.

At the meeting, the employee should outline the nature of their concerns and explain how they think this should be resolved. A general discussion can take place about the issues and possible ways forward. The meeting may be adjourned if further information, evidence, or investigation is required by the Grievance Manager. This may include speaking to any relevant witnesses.

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<sup>1</sup> The term Grievance Manager is used throughout this policy irrespective of whether this is the individual's line manager, an alternative manager or an external investigator.

It should be explained to the employee that where complaints are made against another employee, the details of the complaint will need to be shared with that person in order to get their response. In these circumstances, the Grievance Manager or individual's line manager, should arrange a confidential conversation with the individual whom a complaint has been made against to inform them of the complaint and who has made this and seek their response. The individual's line manager should provide support for their wellbeing during this process. The Grievance Manager, with the support of HR, should keep the individual who has been complained about informed of progress throughout all stages of the grievance. They will be informed of the outcome as it relates to them, whilst respecting confidentiality requirements and not, for example, sharing the outcome letter.

Once the Grievance Manager has ascertained sufficient information to determine an outcome, a further meeting should be held with the employee to verbally confirm the outcome. The outcome will also be confirmed in writing to the employee, as far as possible, within 10 working days of providing the verbal outcome. The letter should indicate what action, if any, will be taken to resolve the grievance and a copy of this letter will be placed on the employee's personal file.

If, following consideration of the evidence, the Grievance Manager concludes that there are learning points for individuals these should be shared with them via their Line Manager. If it is felt that it may be appropriate for action to be considered under the Council's Disciplinary Procedure, the Grievance Manager should discuss this with HR. The information gathered as part of this process may, in these circumstances, constitute or contribute towards the fact-finding phase of the Disciplinary Procedure and information gathered may be used to contribute towards the disciplinary investigation.

If the employee continues to be aggrieved in respect of the original complaint, they may appeal and take their concerns to the Employment Panel.

### **Stage 3 – Appeal**

If an issue has not been satisfactorily resolved at stage 2, the employee can appeal to the Employment Panel, in respect of the original concerns only. The employee must lodge their appeal within 10 working days of receipt of the letter outlining the Grievance Manager's conclusion. The appeal must be addressed to the Assistant Director of People and Inclusion who will acknowledge receipt.

### **Right to be Accompanied**

Employees can be accompanied at all stages of this process. This includes the individual raising the concerns, an individual who a complaint has been raised against (where a complaint has been raised against an individual) and any witnesses.

The employee may choose from one of the following:

- a work colleague.

- a recognised trade union representative who is certified or trained in acting as a companion.
- an official employed by a trade union.

It is the employee's responsibility to make the necessary arrangements.

The person accompanying the employee is permitted to address the meeting however they should not answer questions on behalf of the employee.

Adjustments can be considered in accordance with the Equality Act 2010. This might mean allowing someone else to accompany them, for example a support worker or someone with knowledge of a disability and its effects.

The employee must let the Grievance Manager know who their companion will be at least 2 working days before the meeting. The Procedure does not allow for any legal representation.

If the employee or companion is unable to attend on the date of the scheduled meeting, this will normally be rescheduled on one occasion only.

A HR Representative may attend meetings in an advisory capacity. However, this is not necessary in all cases.

### **3. Confidentiality**

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Proceedings and records of any grievance will be kept as confidential as possible, but employees must appreciate that circumstances can mean that grievances cannot always be dealt with on an entirely confidential basis. In particular, where complaints are made against another employee this will need to be shared with that person in order to get their response.

A grievance raised could result in the instigation of disciplinary action in respect of another employee. To protect the confidentiality of that process, the Council may not be able to inform the employee of the fact of the disciplinary process or of any disciplinary outcome.

An employee should not disclose the fact of, or content of, any grievance to any employee or third party without the express consent of the Grievance Manager (except that an employee is allowed to approach a prospective companion or Trade Union Representative).

Notes taken by the appointed note taker at the meeting with the aggrieved individual may be shared with the employee who may be asked to confirm their accuracy.

The Grievance Manager or HR Representative may wish to take notes during any meetings arranged to consider a grievance. These will not normally be shared with employees unless there is a specific reason to do so. An employee or representative/companion may wish to take their own notes.

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Employees will not be disadvantaged or victimised for raising a Grievance.

### ***Notifying staff involved at the conclusion of the process***

The employee who has raised a complaint will be informed of the outcome both verbally and in written format. This will not ordinarily specify if disciplinary action against another employee is to be considered.

Where concerns have been raised against an individual they will be informed that the matter has been concluded by either the Grievance Manager or their line manager and the outcome of any allegations in relation to them.

Depending on the individual circumstances of each grievance, other notifications may be required (for example if there are wider corporate learning points in relation to matters such as Health and Safety or Information Governance), and this will be determined on a case-by-case basis, in consultation with HR colleagues.

## **4. False, Vexatious or Malicious Grievances**

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Making a deliberately false, vexatious, or malicious grievance under this procedure is unacceptable and may result in disciplinary action. Such issues will not normally be progressed through this Procedure.

If a Grievance is raised at any time during the formal stage of the Disciplinary Procedure, the Disciplinary procedure will not be suspended except in a situation where to continue could cause clear prejudice to the employee. If the Disciplinary and Grievance issues are related, it may be appropriate for both procedures to run concurrently.

## **5. Dignity at Work**

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Discrimination, harassment and victimisation are unlawful behaviours in relation to protected characteristics that the council has a duty to prevent and eliminate. The council has a zero tolerance of these unlawful behaviours, and it is the responsibility of all council employees to ensure they do not discriminate, harass or victimise in the course of their work or when representing the council. Employees also have a right to work in an environment free of discrimination, harassment and victimisation.

Protected characteristics for the purpose of this policy are:

- Age
  - Care experienced children and care leavers
  - Carers
  - Disability
  - Gender reassignment and gender identity
  - Marriage and civil partnership
  - Military veterans
-



- Pregnancy and maternity
- Race
- Religion and belief
- Sex and gender
- Sexual orientation
- Socio-economically vulnerable

All protected characteristics are equal; unwanted behaviour towards one characteristic based on another is unacceptable behaviour.

Behaviours could be physical, verbal or non-verbal, written or graphical, digital or non-digital and can be isolated incidents or sustained behaviours.

### **Unacceptable, Inappropriate and Unwanted Behaviours**

These are behaviours that cause discomfort or distress to a person or a group of people and/or could bring the Council and its officers into disrepute. These behaviours could be linked to a protected characteristic, but this is not always the case.

**Victimisation** is treating a person or a group of people unfairly or negatively because they have made a complaint or report of discrimination or harassment, or helped someone or a group of people make a complaint or report of discrimination or harassment. This also applies to treating a person or group of people unfairly or negatively because they are believed to have made a complaint or report or are expected to do so.

**Discrimination** is where a person or a group of people are treated unfairly, less favourably or negatively due to a protected characteristic.

**Bullying** is where a person or group of people experience unwanted behaviour that is offensive, intimidating or humiliating.

**Harassment** is bullying based on a protected characteristic or sustained acts of bullying.

**Sexual Harassment** is unwanted and inappropriate harassment/behaviour towards a person which is of a sexual nature.

Examples of sexual harassment include:

- sexual comments or jokes
  - displaying sexually graphic pictures, posters or photographs
  - suggestive looks, staring or leering
  - propositions and sexual advances
  - making promises in return for sexual favours
  - sexual gestures
  - questioning about a person's private or sex life or a person discussing their own sex life
  - sexual posts or contact on social media
-

- spreading sexual rumours about a person
- sending sexually explicit emails, text messages or online messages
- unwelcome touching, hugging, massaging, kissing or being in someone's personal space

Unwanted and inappropriate behaviour can also include behaviours which were previously welcomed, invited or consensual but are no longer welcome, invited or consensual.

A person can experience sexual harassment from someone of the same or different sex.

Sexual harassment can also occur if a person experiences unfavourable or unfair treatment through rejecting unwelcome and uninvited behaviours or rejecting behaviours which were previously welcome, invited or consensual but are no longer welcome, invited or consensual.

In these situations, employees may wish to contact their Trade Union representative or the Equality Diversity and Inclusion Manager who can offer support and advice in these difficult situations.

### **Process of Considering: Dignity at Work issues**

Dignity at work related matters will be managed in accordance with the procedure outlined above.

## Appendix 1: Appeals Procedure

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Staff have the right of appeal against the outcome of a grievance within 10 working days of the decision being communicated:

- Appeals against the outcome of a Grievance process are to be sent to the Assistant Director of People and Inclusion for a Members' appeal.
- The appeal must clearly state the reasons for the appeal, which can include new evidence which has only subsequently become available and/or any part of the procedure was wrong or unfair.

Upon receipt of an appeal, the Director of People and Inclusion/Assistant Director for the Service or their representative will provide acknowledgement in writing, ideally within 2 working days.

Following acknowledgement of receipt of the appeal, the Chair of the Appeal Panel plus their HR representative may agree in advance with the appellant and their representative whether the appeal:

- Hears all of the evidence and submissions made to the original hearing (appeal based on findings being unfair)
- Focuses on the issues surrounding the decision (appeal based on the penalty being unfair) – there is no reconsidering all of the evidence, but the management representative may briefly summarise the case.
- Focuses on any new evidence (as this is the reason for the appeal) – it may be considered alongside all the other evidence or may be the main focus – the management representative may briefly summarise the case.
- Focuses on the issues surrounding the procedure (appeal based on procedure not being used correctly) – management representative may briefly summarise the case.

The Chair of the Appeal Panel may request for the Employee to provide further information regarding the reason for their appeal, if insufficient information is provided within their 'Employment Appeal Form'. The appeal hearing date will not be set until such information has been provided

Appeal hearings should ideally take place within 30 working days of receipt of the written request. Where this is not possible, the applicant should be informed as soon as practically possible.

### Process

- The Grievance Manager will present the management case to the hearing panel and may be accompanied by the HR representative who advised them during meetings. The HR representative's role is to provide support during the hearing if required, not to present the case.
  - The applicant and respondent will be given at least 12 working days' notice of the date of the appeal.
-

- All statements and documentation to be referred to at the hearing (including any new evidence to be considered) will be submitted 6 working days prior to the hearing date, along with the names of any witnesses to be called.
- Papers will be distributed to Panel members, applicant and respondent 5 working days prior to the appeal.

If an employee remains aggrieved after raising a grievance, the appeal will normally be a review of the paperwork and process undertaken during the investigation. It is not appropriate for the aggrieved employee to see this documentation as it may contain confidential information about another employee / employees.

### **Procedure**

The Chair of the appeal Hearing will introduce everybody and explain the following procedure to both sides:

1. The employee will be given the opportunity to state his/her case, explaining the reasons for the appeal.
  2. Management may ask the employee questions.
  3. The panel and the HR representative may also take the opportunity to ask questions.
  4. Management will state the nature of the case, and the process followed to achieve a resolution.
  5. The employee and representative may ask management questions.
  6. The panel and the HR representative may also take the opportunity to ask questions.
  7. If appropriate, there may be a general discussion to establish all the facts and/or clear up any misunderstandings.
  8. Management and employee may summarise the main points of their case. No new evidence or information may be included.
  9. The panel will adjourn to consider the case, with the HR representative.
  10. If the Chair wishes to clarify any points of evidence, both sides will be recalled.
  11. The Chair will reconvene the hearing to deliver the decision of the Hearing.
  12. The decision of the Chair will normally be given verbally at the end of the Hearing and will be confirmed in writing to both parties.
  13. There is no further right of appeal, so the process end
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## Appendix 2: Examples of unacceptable, inappropriate or unwanted behaviour

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Examples include (but are not limited to):

<b>AGE</b>	Considering someone as too young or too old for promotion; making derogatory remarks or assumptions about someone's ability or competence based upon their age; pressuring someone to retire.
<b>DISABILITY</b>	Derogatory remarks; mimicking; invasive personal questions; staring; ostracising, which is directed at any individual with an impairment, or group of disabled people, which results in the individual feeling threatened or compromised; making assumptions about an individual's ability because of their impairment; assuming that a disability means that the individual is inferior; assuming that a mental disability means that the person lacks intelligence; excluding people from social activities; failing to direct comments to a disabled person; use of words specific to impairment being used in a derogatory way (e.g. spastic); unreasonably highlighting a person's disability.
<b>GENDER/SEX</b>	Unwelcome sexual advances; touching; standing too close; forms of sexual assault; sexual jokes; displaying pornographic photographs or drawings or sending emails with material of a sexual nature; unwanted or derogatory comments about clothing or appearance; leering or suggestive gestures or remarks; sending sexually explicit emails, text messages or online messages
<b>CARE EXPERIENCED CHILDREN &amp; CARE LEAVERS</b>	Refusing to recognise the effects of adverse childhood experience (ACE); Invasive questions about homelife and childhood experiences.
<b>CARERS</b>	Assumptions that carers want extra time off work. Refusing reasonable flexible working and special leave requests
<b>GENDER IDENTITY</b>	Transphobic comments, 'jokes' and name calling; verbal or physical abuse or intimidation; refusing to treat a person as of their new gender when they transition; failing to address a person by their preferred name and correct gender pronouns; denying people access to the appropriate single sex facilities such as toilets/changing rooms; outing a person as transgender/non-binary without their consent or spreading rumours (this may also be a criminal offence); excluding a person from conversation or activities; sexual harassment; intrusive questions.

<b>RACE</b>	Racial abuse; racially explicit derogatory statements; offensive jokes; racist graffiti; display of offensive material; an offensive or dismissive manner; insulting someone on the grounds of their race; refusing to work with someone or deliberately isolating them because of their race, colour, nationality or ethnic origin; unfair work allocation.
<b>RELIGION OR BELIEF</b>	Mocking or deriding people's religious or other beliefs; making unwanted comments on dress; making it unnecessarily difficult for people to conform to their religions or beliefs; pressure to participate in political/religious groups.
<b>SOCIALLY ECONOMICALLY VULNERABLE</b>	Expecting people to contribute to team funds for birthdays and special events; intrusive questioning about homelife and finances. Isolating or ostracising people for not taking part in social activities outside work
<b>MILITARY VETERANS</b>	Assuming veterans are unable to learn new ways of working
<b>SEXUAL ORIENTATION</b>	Making homophobic or biphobic insults or threats; making unnecessary and degrading references to an individual's sexual orientation; engaging in banter or making jokes which are degrading to a person's actual or perceived sexual orientation; outing an individual as LGB without their permission; ignoring or excluding a colleague because they are LGB; spreading rumours or gossip about an individual's sexual orientation; asking an LGB colleague intrusive questions about their private life; making assumptions and judgements about a colleague based on their sexual orientation; using religious belief to justify anti-gay bullying and harassment; displaying or circulating homophobic or biphobic materials; assuming that everyone is heterosexual; assuming that all gay men are HIV positive.

## Appendix 3: Mediation

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### What is Mediation?

Mediation in organisational settings is used as a conflict resolution strategy. It is a clearly structured, formal process between two individuals, facilitated by a neutral, trained mediator. It is an entirely voluntary process and aims to defuse conflicts, allow parties to constructively resolve problems, mend broken relationships and establish ground rules for future behaviour.

Mediation should not be confused with arbitration, conciliation, or investigation. The mediator is a neutral facilitator and does not make judgements or decisions about the conflict. Their role is to assist the disputants in creating their own resolution by concentrating on future rather than past behaviours.

It is not intended that the Mediation Service replaces good management practice; rather that it offers appropriate support to managers if or when required.

### How does the Mediation Service fit with other Bury Council procedures?

Mediation acts as a 'working partner' alongside Bury Council's formal procedures such as the Grievance Procedure. Where appropriate, mediation should be suggested and offered to employees in the first instance as an alternative process in conflict resolution, aiming to avoid the use of the formal procedures. It may also be used in addition to other procedures, typically at the end of the use of these procedures; aiming to assist the individuals concerned to find ways of rebuilding and maintaining working relationships.

### When is it suitable to use mediation?

Mediation is suitable for use in most disputes, irrespective of either their origin or duration.

Examples of when mediation can prove useful are listed below:

- Personality clashes
- Disputes/conflict between colleagues
- Disputes/conflict between staff and supervisors/managers
- Repairing working relationships after management investigations
- Communication difficulties
- Return to work situations.

It is recommended that mediation be used as early as possible in a disagreement, to prevent conflicts from escalating or becoming entrenched.

**The only prerequisite for mediation is that both parties agree to the process and wish to attempt to resolve their dispute - this is vital to its success.**

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Therefore, it should not be used punitively. Sometimes, however, the basis for the dispute may be so serious that mediation is inappropriate.

Disputants can seek guidance from their trade union representative before making any decision to agree to participate in mediation.

Ultimately, we will assess the suitability of a case for mediation.

### **Who is involved in the Bury Council Mediation Service?**

The service consists of a team of trained mediators, representing different departments. This means that employees wishing to take part in mediation can work with a mediator who they don't know and who is from a different department to their own. This is to ensure the neutrality and objectivity of the mediator and that he/she is perceived as such by the two disputants. It may also be appropriate to consider the use of trained external mediators.

### **What happens when a 'case' is referred for mediation?**

Managers, HR professionals or Trade Union representatives can all refer cases for mediation.

In the first instance a confidential discussion concerning the "case" will be held with the referrer. Dependant on the circumstances we may also contact the disputants to discuss the process of mediation. The referral will either be accepted or declined and given information about alternative courses of action. These could include recourse to a formal Bury Council procedure, training, counselling, Occupational Health, or another suitable option.

Mediation is generally not a lengthy process, and we aim to have all stages completed within 10 working days of an initial referral being made.

The referrer will be informed whether mediation was successful. However, the content of the mediation session remains confidential to the two disputants and the mediator; unless they both agree that the agreement can be circulated more widely.

### **Accessing the service**

You can access mediation services by contacting: [HRBusinessManagement@bury.gov.uk](mailto:HRBusinessManagement@bury.gov.uk)





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## 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>	Grievance Procedure
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton
<b>Department/Team</b>	Human Resources
<b>Proposed Implementation Date</b>	1/12/25
<b>Author of the EqlA</b>	Nicole Howarth, HR&OD Business Partner
<b>Date of the EqlA</b>	12/11/25

#### 1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?

The policy structure has been updated to make it clearer to understand, but there are minimal changes to the process and context of the policy.

The Council is committed to ensuring a supportive, safe and inclusive working environment. The primary purpose of this procedure is to resolve any grievances and the focus is on the remedial steps required to resolve the situation.

The Council wishes to ensure that all employees have access to a procedure to help deal with any grievances relating to their employment fairly and without unreasonable delay.

The intended outcomes are to ensure that any legitimate grievances are resolved and that employees feel supported to successfully continue with their employment.

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

#### 2.1 Who could the proposed policy/project/decision likely have an impact on?

Employees: **Yes**  
 Community/Residents: **No**  
 Third parties such as suppliers, providers and voluntary organisations: **NO**  
 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:** There have been twelve grievances / DAW issues during the latest 14-month period. Some of these have been lengthy, complex and difficult to resolve. The new procedure is more streamlined and aims to conclude issues more quickly and effectively.

**Data:** [Employment Equality Report 2023 \(bury.gov.uk\)](https://www.bury.gov.uk/employment-equality-report-2023/)

**Stakeholder information/consultation:**

Discussions with senior colleagues in Departments to obtain their views and comments re changes to the existing procedure  
 Discussions with the legal service.  
 Comments received from North West Employers incorporated into the Procedure.  
 Meeting with the Trade Unions to discuss the detail.  
 Signed off by SLG  
 Sign off at JCC  
 Sign off at Employment Panel

**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?
- 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
Age	None			Neutral
Disability	Some employees may not be able to engage fully with the process due a disability		Employees can request adjustments to engage with the procedure	Neutral
Gender Reassignment	May increase the risk of harassment or victimisation		Employee will be supported as required by HR colleagues/TU representative	Neutral
Marriage and Civil Partnership	None			Neutral
Pregnancy and Maternity	Employees may be on maternity leave whilst involved in a grievance		Necessary arrangements will be made taking into account personal circumstances and availability	Neutral

<b>Race</b>	Potential impact for colleagues whose first language is not English.		Grievance Manager to liaise with employee/TU rep about the most effective/appropriate way of communication.  There is a language translation service that can be accessed if required.	Neutral
<b>Religion and Belief</b>	Availability of colleagues observing religious periods or days of worship during the process		Dates of meetings/investigations will be mindful of religious periods and holy days.	Neutral
<b>Sex</b>	None		Information strengthened to reflect new legislation	Neutral
<b>Sexual Orientation</b>	May increase the risk of harassment or victimisation		Employee will be supported as required by HR colleagues/TU representative	Neutral
<b>Carers</b>	May need flexibility to attend meetings		Manager to accommodate changes to timescales	Neutral
<b>Looked After Children and Care Leavers</b>	May need additional support		Manage to be aware of circumstances and accommodate	Neutral

			additional support/extension of timescale as appropriate	
<b>Socio-economically vulnerable</b>	None			Neutral
<b>Veterans</b>	None			Neutral

### **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 need to consider adjustments as part of manager training	HR	January 2026
Pregnancy & Maternity	Include need to sensitively consider personal circumstances and availability in managers training	HR	January 2026
Race	Include reminder of the translation service as part of manager training	HR	January 2026
Religion & Belief	Include need to take account of religious festivals and holy days when setting dates of meetings in manager training	HR	January 2026
Carers	Include information at training sessions to allow additional time/flexibility	HR	January 2026
Looked After Children and Care Leavers	Include information at training sessions to allow additional time/flexibility /offer additional support	HR	January 2026

### **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

<b>Risk Level</b>	<b>No Risk = 0</b>	<b>Low Risk = 1 - 4</b>	<b>Medium Risk = 5 – 7</b>	<b>High Risk = 8 - 16</b>
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<b>3.2 Level of risk identified</b>	No risk
<b>3.3 Reasons for risk level calculation</b>	No additional impact from current procedure

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

<b>4.1 Analysis Decision</b>	<b>X</b>	<b>Reasons for This Decision</b>
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
EDI	L. Cawley	13/11/25	QA Complete. This is a revision of the Grievance Policy previously analysed in April 2024. This update doesn't involve material changes to the policy, therefore impacts remain neutral for all characteristics. Additional actions have been added to ensure management training on grievance includes equitable application of the policy across characteristics.

## EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details

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## **SECTION SEVEN**

### **OFFICIAL CONDUCT**

#### **1. General Conduct (NJC for LGS Part 2.2)**

The Council has resolved that Councillors and employees should not let personal or private interests affect their judgement of the public interest. Employees are expected to maintain conduct of the highest standard such that public confidence in their integrity is sustained. The Code of Conduct (see Appendix Y) covers the official conduct and the obligations of employees and employers.

#### **2. Discipline**

The Council's Disciplinary Procedure provides that, in general terms, discipline throughout the Council's service shall be the responsibility of each Director. Matters of discipline, dismissal and appeals are dealt with under procedures which have been agreed within the Council's Joint Consultative machinery. A separate procedure exists for employees/individuals who are employed in schools.

#### **3. Grievance Procedure**

A procedure for dealing with individual grievances and any subsequent appeals has been agreed within the Council's Joint Consultative machinery.

#### **4. Appeals Procedure**

An Employment Appeals Procedure has been agreed locally and is set out within each of the following policies/procedures:

Disciplinary  
Grievance  
Capability  
Managing Attendance

#### **5. Outside Employment**

- (a) Employees in a position graded above Grade 9 (or equivalent) must devote his/her whole time service to the Council.
- (b) If such an employee wishes to take up any other additional appointment, he/she must apply to the Director of their appropriate department who shall approve or decline the request.
- (c) Should any such employee undertake outside work without consent of the Council, he/she shall render themselves liable to disciplinary action.
- (d) An employee shall be permitted to retain the whole fee for lectures/talks given wholly outside office hours. He/she should

reimburse to the Council 50% of any fees, where the lecture/talk was prepared or given during working hours. The whole fee must be reimbursed if the lecture/talk was both prepared and given during working hours.

## **6. Proceedings of Committee**

- (a) No employee shall communicate to the public the proceedings of any 'closed' Committee or meeting associated with the business of any such Committee, or any items marked confidential or stated to be excluded from the press or public, or the contents of any document relative to the Council; unless required by the law or expressly authorised by the Chief Executive to do so.
- (b) If an employee makes an unauthorised communication, action will be taken in line with the Disciplinary Procedure.

## **7. Requests for Employee Information**

- (a) External Requests

Information, work related or private, with regard to employees of the Council shall only be supplied after the consent of the employee concerned has been obtained. Any information given will be in line with the Freedom of Information Act.

- (b) Internal Requests, including requests from Elected Members

Information concerning an employee's personal matters should not be supplied to any employee of the Council or Elected Member unless essential to the employee's performance or the employee has given their consent.

## **8. Gifts and Hospitality**

For full policy, including exceptions see Code of Conduct (Appendix Y).

An employee should tactfully refuse any personal gift which is offered to him/her or a close by relative, or indirectly attributable to any person or body who has, or may have, dealings of any kind whatsoever with the Council or, who has applied, or may apply, to the Council for any kind of decision.

## Social Media Policy

December 2025

## Contents

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## 1. Purpose

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- 1.1 This policy provides a framework for the responsible use of social media by council employees, elected members, contractors, and volunteers. It aims to:
- Promote effective, lawful, and respectful communication.
  - Protect the council's reputation and integrity.
  - Ensure compliance with legal obligations and best practice.
- 1.2 It should be used in conjunction with the [Information Security Policy](#) and the [Information Governance Framework](#) as well as communications strategies, plans and frameworks.

## 2. Scope

---

- 2.1 This policy applies to:
- All Bury Council employees, elected members, contractors, and volunteers.
  - All official Council and associated social media accounts.
  - Personal use of social media where it may impact the Council or its stakeholders.

## 3. Definitions

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- 3.1 Social Media: Any online platform or tool that allows users to create, share, or exchange content. This includes (but is not limited to) Facebook, X (formerly Twitter), Instagram, LinkedIn, YouTube, TikTok, Threads, WhatsApp, Reddit, Snapchat, blogs, forums, and wikis.
- 3.2 Official Use: Use of social media on behalf of the Council or in a professional capacity.
- 3.3 Personal Use: Use of social media in a private capacity, not representing the Council. This also includes elected members using their own social media accounts.

## 4. Legislative context

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- 4.1 This policy is informed by the following UK laws and guidance:
- Data Protection Act 2018 and UK GDPR – governs the handling of personal data.
  - Equality Act 2010 – prohibits discrimination and harassment, including online.
  - Employment Rights Act 1996 – protects employee privacy and rights at work.

- Local Government Act 1986 (s.2) – prohibits political publicity by local authorities.
- Defamation Act 2013 – protects individuals and organisations from false statements.
- Civil Service Code / Nolan Principles – applicable to public sector ethics and conduct.
- Contempt of Court Act 1981- the Council often promotes work to prosecute offenders (such as in flytipping cases) and / or warn and inform people in emergencies that later lead to prosecutions.
- Civil Contingencies Act 2004 – the Council is a category 1 responder and must warn, inform and advise the public so will use social media to do so.
- Copyright and intellectual property legislation – words and images used on social media channels must adhere to these to avoid fines and prosecution of the council.

## 5. Use of social media for work purposes

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- 5.1 Employees may make reasonable and appropriate use of social media as part of their work where there is a clear benefit to use it and where other alternatives are less effective.
- 5.2 Where specific guidance is available for various forms of social media, this must be followed.
- 5.2 Employees must be aware at all times that, while contributing to the Council's social media activities (or using social media while being identifiable as a Council employee), they are representing the Council.
- 5.3 When using social media in an official capacity
- Only authorised staff may post on behalf of the Council. Authorisation must be given jointly by the relevant Head of Service and the Head of Communications.
  - The communication must have a purpose and a benefit to the Council
  - Content must be accurate, respectful, inclusive, and politically neutral.
  - Confidential or sensitive information must not be shared.
  - All posts must comply with [accessibility standards](#) and users need to have had recent accessible standards input from the Communications team or their agreed provider of communications accessibility training.
  - Any content should be proof-read, fact checked and approved appropriately before it is published (see the [Council communications strategy](#) and standards on the intranet for approval process guidance)
  - Official accounts must be monitored regularly and moderated appropriately.
  - If you are setting up a social media account, page, profile or similar on behalf of a council service or initiative, it must be approved by the Communications team.
  - All such accounts should have resilience through more than one user having access as an administrator of the account and access being available to the Communications team.



## **6. Personal use of social media at work (including agile working)**

---

- 6.1 Employees are permitted to access the internet on the Council's equipment for personal use in their own time.
- 6.2 Personal use must be in compliance with this and any other relevant Council policies, and particularly must not involve:
- Sharing confidential, sensitive or restricted information
  - Posting content that could bring the Council into disrepute
  - Any form of discrimination, harassment or bullying

## **7. Monitoring the use of social media**

---

- 7.1 Users of the Internet should be aware that all internet activity on Council devices is recorded. Monitoring activity is carried out in accordance with the Human Rights Act 1998 and Regulation of Investigatory Powers Act 2000.
- 7.2 Access to particular social media websites may be withdrawn in any case of misuse or changes to a particular social media platform where the platform's terms and conditions or operating model conflicts with the Council's purpose or could be considered to risk harm to our communities.

## **8. Social media in employees' personal lives**

---

- 8.1 The Council recognises that many employees make use of social media in a personal capacity. While they are not acting on behalf of the Council, employees must be aware that they can damage Bury Council's reputation, if they are recognised as a council employee and are posting confidential information, inappropriate and/or harmful content on their personal social media.
- 8.2 Employees are allowed to say that they work for Bury Council, however, the employee's online profile must not contain the Council's name or logo. The exception for this is with professional-personal social media such as LinkedIn where the platform will automatically pull the Bury Council logo into the user's career history when they detail a period of employment here – the channel is designed for people to talk proudly about their workplace achievements.
- 8.3 Employees who wish to add information in a professional capacity to, for example a professional associations blog, should ensure it is clear that they are expressing personal views; including a simple disclaimer: for example "The views I express here are mine alone and do not necessarily reflect the views of my employer."

- 8.4 Care should be taken on the content of posts on social media, taking into consideration that posts may be brought to the attention of colleagues and senior officers if there are any concerns about content.
- 8.5 Any communications that employees make in a personal or professional capacity through social media must not:
- Bring Bury Council into disrepute by criticising or arguing with customers, colleagues, partner organisations, etc (please note, this is distinctly different to authorised colleagues rightly challenging unfair and inaccurate comments some challenging posters make on Bury Council content); making defamatory comments about individuals or other organisations or groups; posting images that are inappropriate or links to inappropriate content.
  - Breach confidentiality, for example by revealing confidential information about an individual (such as a colleague, client or customer contact) or discussing the Council's internal workings or future plans that have not yet been communicated.
  - Breach copyright, for example by using someone else's images or written content without permission; failing to give acknowledgement where permission has been given to reproduce something.
  - Do anything that is in contravention of the Council's HR or equality policies; for example by making offensive or derogatory comments relating to sex, gender reassignment, race (including nationality), disability, sexual orientation, religion or belief or age; using social media to bully another individual (such as an employee of the Council); or posting images that are discriminatory or offensive or links to such content.

## **9. Use of social media in the recruitment process**

---

- 9.1 Managers will not, either themselves or through a third party, conduct searches on applicants on social media, unless this is a requirement, for instance to ensure compliance with 'Keeping Children Safe in Education' where determining suitability to work with children. Conducting these searches during the selection process risks a challenge that an applicant's perceived protected characteristics played a part in a recruitment decision (for example, sexual orientation or religious beliefs, race - this list is not exhaustive).
- 9.2 If departments are looking to use social media as a recruitment tool, they should contact the communications team to establish scope, need and resource for job postings and/or a recruitment campaign.

## **10. Security**

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- 10.1 Employees accessing Council emails using either their personal or business mobile phones should have the appropriate secure systems in place – with a personal device agreement in line with Information Security Policy - to ensure should their phone be lost or stolen the data cannot be accessed.

## **11. Breach of policy**

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- 11.1 All employees are required to adhere to this policy and should consider any potential effect on the Council and/or their colleagues before posting anything on social media. Employees should note that any breaches of this policy may lead to suspension or removal of access, disciplinary action (which in the most serious cases could result in dismissal), or criminal proceedings.

## **12. Review**

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- 12.1 This policy will be reviewed regularly by the HR Team to ensure that it is updated in line with any change in legislation.

Document Version Control

Document Version Control	
Issue Number	Date
0.01	<<Insert>>

This is a live document effective from the issue date. It supersedes any previous versions of this document, which are now withdrawn.





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## 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>	Social Media Policy
<b>Lead Officer (SRO or Assistant Director/Director)</b>	Tim Normanton
<b>Department/Team</b>	HR
<b>Proposed Implementation Date</b>	November 2025 following JCC
<b>Author of the EqlA</b>	Catherine King
<b>Date of the EqlA</b>	12/08/2025

<b>1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?</b>
<p>This policy provides a framework for the responsible use of social media by council employees, elected members, contractors, and volunteers. It aims to:</p> <ul style="list-style-type: none"> <li>▪ Promote effective, lawful, and respectful communication.</li> <li>▪ Protect the council's reputation and integrity.</li> <li>▪ Ensure compliance with legal obligations and best practice.</li> </ul>

## 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 – internal policy</b></p> <p>Third parties such as suppliers, providers and voluntary organisations: <b>No – Internal policy</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> Our <a href="#">Employment Equality Report</a> illustrates the demographics of the staff this policy relates to.</p>
<p><b>Data:</b></p>
<p><b>Stakeholder information/consultation:</b> Consultation has taken place with DDAT and the Information Governance Team.</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>
<ul style="list-style-type: none"> <li>• Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups? <b>No</b></li> <li>• Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic? <b>No</b></li> <li>• Could the proposal affect the usage or experience of a service because of a protected characteristic? <b>No</b></li> <li>• Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal? <b>No</b></li> <li>• Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation? <b>Less</b></li> <li>• Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)? <b>No</b></li> <li>• Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council? <b>No</b></li> </ul>



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				Neutral
Disability				Neutral
Gender Reassignment				Neutral
Marriage and Civil Partnership				Neutral
Pregnancy and Maternity				Neutral
Race				Neutral
Religion and Belief				Neutral
Sex				Neutral
Sexual Orientation				Neutral
Carers				Neutral
Looked After Children and Care Leavers				Neutral
Socio-economically vulnerable				Neutral
Veterans				Neutral

**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

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

#### 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	
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
Lead Officer/SRO/Project Manager	Catherine King	12/8/25	
Responsible Asst. Director/Director			
EDI	Lee Cawley	14/08/25	QA Complete. There are no adverse impacts identified in the development of this policy or anticipated in the application of the policy. The policy applies equitably across all characteristics and circumstances

#### EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details



# Chief Officers Job Evaluation Scheme and Procedure

January 2026

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## **1. Chief Officer job evaluation scheme**

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- 1.1 The Council's Chief Officer job evaluation scheme is a systematic, consistent and fair approach to determining the hierarchy of jobs which make up the Council's pay and grading structure. It is a fair, transparent process, free from discrimination, and complies with equal pay legislation.
- 1.2 The Council uses the LGA scheme for its Chief Officer job evaluations. This is a bespoke scheme, developed specifically by the Local Government Association, which is widely used by local authorities and other public bodies.

## **2. Scope**

---

- 2.1 This scheme and process are to be used only for Chief Officer roles.
- 2.2 Most Council roles are evaluated using the NJC job evaluation scheme. This scheme has a 30-point difference between the start of each grade, and it ends with SM2 grades being awarded to all roles scoring 770 points or more.
- 2.3 Any NJC role which scores higher than 800 points should therefore also be evaluated under the LGA Chief Officer scheme. The LGA have advised that if the job is a true Chief Officer role, it will then generate a score under the LGA scheme. If it fails to meet the LGA benchmark, the role will remain graded as SM2 under the NJC scheme. This provides a fair and transparent means of identifying roles that are Chief Officers and those that are not.
- 2.4 Some roles may be evaluated under the LGA scheme at the outset, where there is a strong indication that it is a Chief Officer role.

## **3. Job Evaluation Procedure**

---

### **3.1 Reasons to evaluate a job**

Jobs need to be evaluated in a number of situations:

- when new posts are created
- where amendments are made to job descriptions as part of reviews/restructures or as a result of employee or management instigation

### **3.2 Job evaluation procedure**

Job evaluation is carried out by a panel of 2 trained evaluators, normally from the HR Team.

The panel assess the job against the LGA job evaluation scheme (Appendix 1) and our local conventions (Appendix 2). A grade can then be determined using the points to pay line set out in Appendix 3.

In order to carry out an evaluation, the panel must be provided with the following documents by HR/the manager (not the postholder) which should provide a full understanding of the role and how it relates to the job evaluation criteria:

- A job description and person specification
- A completed job evaluation questionnaire
- A current (and if appropriate, proposed) structure chart
- A rationale for the changes that are being made, with any other useful context or supporting information

The panel may also need to liaise with the relevant manager to clarify details of the job role and address any job description/person specification anomalies.

It is important to emphasise that the job evaluation procedure scores the component parts of a job as laid down in the job description and any other documentation (e.g. questionnaire, person specification, structure chart), not the person doing the job. It is not a reflection of the strengths or areas for development of a person doing the job.

The panel score the job against the LGA scheme and complete the JE scoresheet setting out their rationales (Appendix 4).

The evaluators upload the scores to the job evaluation spreadsheet and allocate a JE reference.

They then contact the Assistant Director of People and Inclusion to advise the job is ready to be moderated and provide copies of the scoresheet, job description, questionnaire, structure chart and any other supporting documentation that the evaluators were provided with.

## **4. Moderation and Implementation**

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- 4.1 All Chief Officers jobs are moderated by the Assistant Director of People and Inclusion and UNISON Branch Secretary (or by a nominated representative who has not been involved in the evaluation).
- 4.2 The information on the Chief Officer JE database is considered along with the job evaluation scoresheet, job description, questionnaire, structure chart and any other supporting documentation that was shared with the evaluators.
- 4.3 The scores are considered against the scheme and local conventions, and they are also benchmarked against other Chief Officer roles.



- 4.4 The Assistant Director of People and Inclusion then informs the evaluators of the moderation outcome, which could be that they confirm the score or amend it. Prior to be able to do this, the moderation panel may request further information or clarification.
- 4.5 The Assistant Director of People and Inclusion updates the scoresheet (Appendix 4) and also the Chief Officer JE spreadsheet with the outcome and a detailed rationale for any changes.
- 4.6 The evaluator, or appropriate HR representative, will advise the manager of the outcome of the job evaluation process.

If the grade remains the same, the manager will notify the employee. If the grade changes, the HR representative will notify the HR Operations Team, who will issue a letter to the employee advising them of the outcome and update iTrent.

- 4.7 Once employees have been notified of a job evaluation outcome, they have 10 working days to appeal.
- 4.8 The effective date of implementation of a job evaluation should be either:
- The effective date of the restructure; OR
  - The date of submission for a regrade; OR
  - In cases where an honorarium has been paid, the first of the month after the new grade has been confirmed through moderation at which point the honorarium would cease.
- 4.9 Once an employee has accepted a post after advertisement at a particular grade, they cannot apply for the post to be re-evaluated within 12-months unless there is a genuine change of duties supported by the Executive Director.

Unless there is a restructure, a genuine change of duties supported by the Executive Director or the employee is appealing as they feel an equivalent post is paid higher, existing posts will not normally be re-evaluated within 12-months of a previous evaluation.

## **5. Appeals**

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### **5.1 Grounds for appeal**

If an employee is dissatisfied with the outcome of their job evaluation they can appeal, providing their appeal is submitted within 10 working days of the date of the letter detailing the results. Appeals must be based on the following grounds:

- The scheme/process has been wrongly applied e.g. factor levels have been wrongly allocated; the evaluation panel has failed to follow

guidance etc. A job of equal value/carrying out like work is more highly graded/paid.

- The job has been matched to a generic role and now the job has changed, i.e. the role is significantly different from the evaluated generic role.

Appeals will NOT be accepted:

- If they relate to an opinion about the suitability of the scheme in general to measure the characteristics of any given job
- If they are related to pay only

## **5.2 Appeals panel composition**

The appeals panel will compromise of 1 HR representative and 1 trade union representative.

Both members of the panel will be trained in the operation of the Chief Officer job evaluation process.

If the HR representative or TU representative carried out the original evaluation or moderation, they cannot be on the panel that considers the appeal.

## **5.3 Appeals process**

Submission of the appeal:

- Employee completes an appeal form (see Appendix 5) with evidence to support their claim and sends it to their HR representative. No further evidence can be submitted after this point.
- The appeal must be submitted within 10 working days of receiving their job evaluation results.
- HR representative checks the right of appeal (see 5.1 above).
- HR contact the line manager and ask them to complete the manager's statement/comments. This involves providing evidence in line with the criteria set out in the scheme. This should generally be done within 2 weeks.
- Manager to complete the form and return to HR and also provide a copy to the employee.
- The appeal will be heard whether or not the manager supports it.
- If the post is generic, HR will identify the individuals that form part of the generic group and notify them by letter that an appeal has been submitted.
- Completed appeal documentation (appeal form with manager's comments, job description, person specification, structure chart, additional information supplied, original evaluation paperwork) will be sent to the HR Business Management Team for processing.

Proceeding with an appeal:

- HR Business Management will arrange an appeals panel and confirm the date and time to the employee.
- Employees will be given the opportunity to attend their appeal to present their evidence to the panel and answer any questions. Where there is a joint appeal, the employees will be asked to send a representative group to attend the appeal.
- Managers are required to be available to answer questions of the Appeal Panel either over the telephone or by attending the Appeal if requested by the panel
- Appeal documentation will be sent out to the Panel members in advance of the hearing.
- No additional evidence will be allowed to be presented at the appeal on the day of the appeal, unless this is requested by the panel.
- If managers are asked to attend appeal they must respect the employee's point of view.
- Appeal meetings will be conducted as informally as possible, and employees should ensure that all relevant information is shared with the panel prior to them leaving the hearing.
- The panel may find it necessary to ask the employee or manager/head of service further questions during their deliberations. If this is the case all parties will be invited back to attend or, if the manager was not present, the panel may contact them by telephone.
- Should the panel feel it appropriate to review any criteria which have not been appealed, additional evidence should be obtained during the hearing from the employee and manager.
- The panel will update the Chief Officer JE database with the outcome and a detailed rationale for any changes. They will also advise HR Business Management.

Appeal outcome:

- The appeals process will result in either:
  - An increase in grade
  - No change in grade
  - A decrease in grade
- The decision of the appeal panel is final; there is no further right of appeal.
- The panel will make every effort to reach a consensus decision on the outcome of the appeal based on the information presented. Should the panel fail to agree then the decision will be accelerated to the Assistant Director of People and Inclusion and Branch Secretary of UNISON. Submissions from both points of view should be made to the panel who will then make a decision. Following the appeal the HR representative on the appeals panel will ensure that the results are notified to HR Business Management.
- In the case of a generic job the outcome of any appeal will affect the whole relevant work group i.e. not just the individual who is submitting the appeal. Therefore, if the grade of a generic job goes down at appeal it will similarly affect all other post holders in that job, unless it is decided that the job is unique and no longer generic.

Notification of Outcome:

- HR Business Management will record the results of the appeal and notify the appropriate HR representative of the results of the appeal, with a rationale, as soon as possible after the appeal.
- The HR representative will ensure that the employee is notified of the result as soon as possible and will write to them and other affected employees for a generic job as soon as possible following the appeal.
- The HR representative will ensure the necessary updates are made to personal files and i-Trent.
- Any changes in grade will be effective from the effective date of the original job evaluation or restructure if relevant.
- Should there be a reduction in grade, [Local Conditions of Service: Section 3 - Salary and Grading Provisions](#) provides guidance on eligibility for pay protection.

## Appendix 1: LGA Chief Officer Job Evaluation Scheme

### Criteria 1 – Knowledge requirement

		<b>Breadth of Knowledge required for the role</b> (Breadth of knowledge that has to be applied together with the extent of planning and integration required)				
		1	2	3	4	5
		Specialist and substantial knowledge of discipline. Planning/delivery of specialist work area	Complete range of knowledge across a service/function area. Planning/delivery of entire service	Integration across functions and/or services within the council and associated organizations or partnerships. Involved in corporate planning	Integration of diverse functions within the council and with associated organizations or partnerships. Strategic planning across entire range of council services	Integration and planning across the whole council, and between the council and other organisations.
<b>Depth of knowledge required for the role</b>						
1	Professionally accredited or equivalent knowledge obtained through practical experience	1	2			
2	Professionally accredited or equivalent knowledge obtained through practical experience with significant applied experience	2	3	4		
3	In depth diverse expertise together with significant managerial experience.	3	4	5	6	
4	In depth diverse expertise together with combined with extensive senior managerial expertise.		5	6	7	8

## Criteria 2 – Creative thinking required/policy direction involved

		Level of discretion				
		1	2	3	4	5
		Managerial guidance, policy and procedures available. Focus primarily on one operational area	Senior manager level guidance available work within corporate policy, operational procedures must be developed and adapted. Focus on an entire function or service area	Guidance only from most senior managers and elected members. Contribute to development of corporate policy within strategic policy framework. Focus on diverse areas of organisations activity	Guidance primarily from elected members, developing strategic direction of entire organization. Focus on entire organisation	Guidance only from elected members and/or legislation high level strategic development and integration across the entire organisation
<b>Nature and Level of Challenge</b> (complexity of challenge and need for innovative thinking)						
1	A range of interrelated issues requiring innovative thinking and response to find a solution in one operational area	1	2			
2	A range of related and unrelated issues requiring innovative thinking and response to find a solution in one function/service area	2	3	4		
3	A diverse range of related and unrelated issues across more than one function requiring innovative thinking to develop a solution	3	4	5	6	
4	Highly complex issues requiring significant interpretation or extension of existing policy, across more than one department/service area.		5	6	7	
5	Challenging and highly complex situations with uncertain outcomes requiring the initiation and development of new policy impacting on the whole organisation.				8	9

### Criteria 3 – Impact on people/organisation(s)

		External influencing requirement				
		1	2	3	4	5
		Role mostly focused on the provision of internal services with limited external liaison	Regular external contact required for the ongoing management of a range of service, supply and partnership relationships	Management and development of external relationships of significant importance to the Council.	High level contact with public and other external bodies to discuss negotiate and resolve controversial issues that impact on the council	High public visibility and negotiation with external partners/ stakeholders on significant and controversial matters relating to the whole council
<b>Managerial (internal organisational) influence required</b>						
<b>1</b>	Small team or full line management of small team, or impact across more than one department	<b>1</b>	<b>2</b>	<b>3</b>		
<b>2</b>	Full line management of a number of teams, or impact across all departments	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>3</b>	Full line management of a department or large business unit. Or significant impact across all departments		<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>4</b>	Full responsibility for the entire work force				<b>7</b>	<b>8</b>

## Criteria 4 - Responsibility for resources

			Type of responsibility for managing resources		
			1 Advisory/indirect	2 Shared accountability with colleagues, partners, contractors etc	3 lead responsibility or direct accountability
Size of budget/resources managed					
		Indicative Revenue Budget (% of GRE)			
1		Less than 1 %	1	2	3
2		1% – 5 %	2	3	4
3		5% – 20%	3	4	5
4		21% – 40%	4	5	6
5		41% – 70%	5	6	7
6		70% - total GRE	6	7	8



## Scoring Matrix

	<i>Factors and points per level</i>			
Level	Knowledge	Creative thinking and policy direction	Impact on People	Responsibility for resources
1	120	40	40	40
2	240	80	80	80
3	360	120	120	120
4	480	160	160	160
5	600	200	200	200
6	720	240	240	240
7	840	280	280	280
8	960	320	320	320
9	-----	360	-----	-----

When scoring it is possible to put a 'plus' or 'minus' onto any of the sub factor levels; for the '*knowledge*' factor this has the effect of adding or subtracting 30 points to the score. In all other factors add or subtract 10 points. The exception to this is: level one in any factor cannot be subject to a 'minus'.

## Appendix 2: Bury Council Conventions

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**These conventions are guidelines/benchmarks to be used in conjunction with the scheme. They are designed to ensure consistency across the directorates. There will also be exceptions.**

**Levels can be plus or minus but no minus for level 1.**

### **Knowledge (+ or – 30 points each)**

**Depth of understanding** - Depth of knowledge required including both technical and managerial experience. Knowledge can be gained and demonstrated through experience and acquired.

- 1 Fully qualified/equivalent professionals with practical experience  
Operational Leads/Specialists
- 2 Fully qualified/equivalent professionals / significant experience  
Heads of Service/Strategic Leads  
Council Expert in a single subject matter  
Wider Remit (Plus)
- 3 In depth diverse expertise with significant management experience  
Director  
Assistant Director (Minus)  
Wider Remit (Plus)
- 4 In depth diverse expertise with combined extensive senior management expertise  
Executive Directors  
Chief Executive (plus)

**Breadth of knowledge and extent of planning and integration** - Breadth of knowledge considered against the service/functions and the Council as a whole.

- 1 Specialist/Substantial knowledge of discipline and planning/delivery of specialist work area  
Operational Leads/Specialists
- 2 Complete knowledge across a service/function  
Heads of Service (Plus)  
Strategic Leads
- 3 Integrated functions/services/associated partnerships – corporate planning involvement  
Director (plus)  
Assistant Director (minus)
- 4 Integration of diverse functions within council/associated organisations/partnerships  
Strategic Planning across entire council  
Executive Director (Plus for joint roles/wide remit)
- 5 Integration and planning across whole council and between council and other organisations  
Chief Executive

### **Creative thinking/policy direction (+ or – 10 points each)**

**Nature and Level of Challenge** – Complexity of challenge and the need for innovative thinking taking into account situations, actions and decisions taken. Takes into account creativity required and the environment/impact of decisions taken.

Minus – narrower area

- 1
- 2 Operational Leads/Specialists
- 3 Assistant Director (plus)  
Head of Service  
Strategic Lead
- 4 Director
- 5 Chief Executive  
Executive Director (minus)

**Level of discretion** – Identifies and focuses on levels of decisions taken and the impact across the organisation.

Plus - joint working across 2 organisations/guidance from elected members/wide remit/stat officers

- 1
- 2 Head of Service (plus)  
Strategic Lead (minus)  
Operational Leads/Specialists (minus)
- 3 Directors/Statutory Officer Directors (plus)  
Assistant Director (minus)
- 4 Executive Directors (minus)
- 5 Chief Executive

### **Impact on People/Organisation – (+ or – 10 points each)**

Looks at managerial influence in terms of size of teams managed coupled with the role postholder have in managing and developing relationships with external bodies and the impact this relationship has on the Council.

Recognises numbers of staff managed and impact postholder may have with external bodies.

#### **Managerial – (internal organisational) influence**

Plus – posts with full joint responsibility across 2 organisations (ie all aspects of their role are joint)

- 1 Small team or full line management of small team or impact across more than one department
- 2 Full management of number of teams or impact across all departments  
Heads of Service - narrower remit  
Strategic Leads

- 3 Full management of a department or large business unit or significant impact across all departments  
Executive Director (plus)  
Directors/Assistant Directors  
Heads of Service (minus)
- 4 Full responsibilities for entire workforce  
Chief Executive

### External Influencing requirement

- 1 Internal services – limited external liaison
- 2 Regular external contact for ongoing management of a range of services, supply and partnership relationships  
Heads of Service (plus)  
Strategic Leads  
Operational Leads/Specialists
- 3 Management and development of external relationships of significant importance to council  
Assistant Director (but with a wider range than normal would be a plus)
- 4 High level contact with public and other external bodies – discuss, negotiate and resolve controversial issues impacting on the council  
Executive Directors  
Directors (minus)
- 5 High public visibility and negotiation with external partners/stakeholders on significant and controversial matters relating to whole council  
Chief Executive

### **Responsibility for Resources (+ or – 10 points each)**

Size of budget/resources managed – Indicative Revenue Budget (% of GRE)

Type of responsibility for managing resources.

Scored at highest level taking into consideration amounts managed.

### Size of Budget/Resources Managed

2025/26 Quarter 1 Forecast Outturn		
	Revised budget £m	Forecast outturn £m
Directorate:		
Health and Adult Care	£97.154	£99.096
Children & Young People	£64.532	£67.549
Corporate Core Services	£30.618	£31.365
Non-Service Specific	£31.522	£29.965
Place	£14.509	£14.509
Housing General Fund	(£0.079)	(£0.079)
<b>Net Revenue Budget</b>	<b>£238.257</b>	<b>£242.405</b>

- 1 less than 1%
- 2 1-5%
- 3 5-20%
- 4 21-40%

5	41-70%
6	70+

### **Responsibility for Managing Resources**

1	Advisory/Indirect – Corporate Core budgetary advisory roles Head of Service
2	Shared accountability with colleagues, partners, contractors etc Directors/Assistant Directors
3	Lead responsibility or direct accountability Chief Executive/ Executive Directors

**Appendix 3: Chief Officer Points to Pay Line**

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<b>Grade</b>	<b>Min JE Points</b>	<b>Max JE Points</b>
Band E (former H)	1311	-
Band D (former F)	1066	1310
Band C (former D)	866	1065
Band B	720	865
Band A	650	719

## Appendix 4: Chief Officer Job Evaluation Scoresheet

## JOB DETAILS

Department	
Service	
Job Title	
Existing JE Ref (if appropriate)	
Existing Grade (if appropriate)	
Manager	

## JOB EVALUATION PANEL

Job evaluation date	
Job evaluation panel members	
New JE Reference	

## MODERATION PANEL

Moderation date	
Moderation panel members	

## SCORES

[illegible]

Creative thinking required/ policy direction involved (including the level of discretion that can be applied plus the nature and level of challenges faced)											
Impact on people/ organisation(s) (both internal and external)											
Responsibility for resources (including size of budget)											
Total Score											
Grade											





## Appendix 5: Chief Officer Job Evaluation Appeal Form

### PERSONAL DETAILS

Name	
Job Title	
Department	
Service	
Email address	
Contact phone number	

### GROUNDINGS FOR APPEAL (✓ as appropriate)

The grade does not accurately reflect my job role	
An equivalent job is more highly graded/paid (please attach all relevant information to enable your job to be compared).	

### Please provide evidence to support your appeal

CRITERIA	EVIDENCE - EMPLOYEE	EVIDENCE - MANAGER
Breadth and depth of knowledge required for the role		
Creative thinking required/ policy direction involved (including the level of discretion that can be applied plus the nature and level of challenges faced)		
Impact on people/ organisation(s) (both internal and external)		
Responsibility for resources (including size of budget)		

**It should be noted that the Appeals Panel can review other criteria should they decide the information supplied has a wider impact.**

**Declaration -**

**Employee:**

I confirm that all the information given is accurate and that I have read the Appeals Procedure

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**Manager:**

I confirm that, having read all of the evidence:-

I support/do not support the appeal as per my evidence above

Signed: \_\_\_\_\_ Date: \_\_\_\_\_



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## Briefing Note

To	Employment Panel
From	Tim Normanton – interim Assistant Director – People & Inclusion
Subject	Implications on 2026-27 salaries as a result of the 25-26 pay award agreement and the October 2025 increase in the Real Living Wage
Purpose	To comply with the requirement to remove SCP2 from the Council's pay spine. To consider the Council's position as a Real Living Wage Employer and what it may mean to retain this status.
Recommendations	<ul style="list-style-type: none"> <li>• To implement the proposed changes to the Council's pay spine as set out above with effect from 1 April 2026</li> <li>• To note the Council's budget forecasts have been updated to assume a 3% increase for the 2026-27 pay award</li> <li>• To review the Council's ongoing commitment to be a Real Living Wage Employer</li> <li>• To review the pay spine in full, at a later date, alongside national changes</li> </ul>

## Introduction

This briefing note explains the requirement to remove SCP2 from the Council's pay spine following agreement of the NJC 2025-26 pay award. It includes a proposal for how this could be implemented and sets out the implications of doing so.

Furthermore, it sets out the implications for the Council following the October 2025 increase in the Real Living Wage, including a proposal for implementation and details of the financial impact.

## Context

### 2025-26 Pay Award

On 23 July 2025, we were notified that agreement had been reached on the 2025-26 NJC pay award, which was that:

- Each Spinal Column Point (SCP) point be increased by 3.2%, effective from 1 April 2025, meaning that the bottom rate of pay on the NJC pay spine became £12.65 per hour (SCP2).
- From 1 April 2026, SCP2 to be permanently deleted from the NJC pay spine. This would mean that the bottom rate of the NJC pay spine from 1 April 2026 pending the 2026-27 pay award would be £12.85 (SCP3).

### NJC Pay Spine

The Council has devised its own pay spine, incorporating the NJC SCPs. This pay spine is reviewed annually to take account of the national pay award, and if necessary to take steps to retain the Council's commitment to being a Real Living Wage employer. Previously this has meant paying non-consolidated supplements to employees from 1 April until the pay award for that particular year has been agreed.

### Living wage

Since 1 April 2025, the national living wage for employees aged 21 and over has been £12.21. The Government has estimated that the National Living Wage from 1 April 2026 will be £12.71 (a **4.1% increase**). However, as predicting this is challenging, they have also provided a range around the central figure of £12.55 to £12.86. (See [National Living Wage estimate update - GOV.UK](#)). We will therefore maintain headroom from the predicted NLW, albeit by only 14p, from 1 April 2026 for the period until the 2026 pay award is finalised.

### Real living wage

On 23 October 2024 the real living wage increased to £12.60. The Real Living Wage rate for 2025-26 was announced on the 22 October 2025 as £13.45 (a **6.7% increase**). Employers have 6 months to implement it by 1 May 2026.

### National pay negotiations

Given the impact of the national living wage, the employers and trade unions have agreed to review the NJC pay spine. This will have a significant impact on the Council's pay spine and in all likelihood will mean that it will need a full redesign. We are not however clear when this will happen and what it will look like.

## Proposed actions

The bottom end of the Council's pay spine currently looks like this:

Grade	Spinal Column Point
3	2
4	3
5	4
	5
6	6

It includes the following staff:

Grade	Spinal Column Point	Examples of Job Titles	Number of actual employees incl casuals	Number of FTE employees
3	2	Apprentices, Cleaners, Catering Assistants	325	99.42
4	3	Pupil Escorts, School Crossing Patrol, Assistant Unit Supervisor, Gardener, Supply Relief Caretaker	196	62.82
5	4	Business Support Administrator, Road Worker One	7	5.59
	5	Business Support Administrator, Lifeguard, Caretaker, Street Care Operative	102	67.77

Pending a full review of the Council's pay spine, which will need to take place over the next few years in line with national changes, it is proposed that the following changes are made from 1 April 2026:

Grade	Spinal Column Point
3	3
4	4
5	5
6	6

This means that:

- SCP2 will be removed as we are required to do
- All staff currently on SCP 2, 3 and 4 will move up one SCP point, and subsequently receive a pay rise
- Grade 5 will become a single SCP point grade. This is in line with grades 3, 4 and 6, but all other grades span 2-5 SCP points

It is proposed that a further full review of the pay spine be undertaken at the time of the national review.

In addition to the above, in order to continue to be a Real Living Wage Employer, it is proposed that we apply a supplement to employees on SCP3-7 at least until the pay award for 2026-27 is agreed. If the pay award is not sufficiently high enough, an ongoing supplement may also be needed for the first time if we wish to retain our status. If all of these proposals are adopted, the pay spine would resemble that in Appendix 1.

## Implications

### Financial

Removing SCP2 will add around £85K to the Council's salary bill. This figure is inclusive of on costs at 31.5% and is based on 25-26 salary rates.

Grade	Current SCP	FTE Employees	Proposed SCP	Annual salary increase per FTE based on 25-26 rates	Increase in annual salary costs	Increase in annual salary costs incl on costs at 31.5%
G3	SCP2	99.42	SCP3	£383	£38,077.86	£50,072.39
G4	SCP3	62.82	SCP4	£389	£24,436.98	£32,134.63
G5	SCP4	5.59	SCP5	£398	£2,224.82	£2,925.64
	SCP5	67.77	SCP5	No change		
Totals					£64,739.66	£85,132.66

The non-consolidated supplements will be deducted from any back pay relating to the 26-27 pay award. If the pay award is not at least c.4.7% then to retain Real Living Wage employer status, we would need to apply further ongoing supplements. An example of this can be seen in Appendix 2 where a 4.1% pay award is applied (in line with NLW). This would cost c.£18K for the year in supplements (extra 7p per hour to those staff on SCP3 plus oncosts).

Grade	Proposed SCP	FTE Employees	Annual RLW supplement per FTE based on 4.1% pay award for 26-27	Increase in annual salary costs	Increase in annual salary costs incl on costs at 31.5%
G3	SCP3	99.42	£136	£13,521.12	£17,780.27

### Employee engagement

Whilst employees on SCP2, 3 and 4 will be pleased to receive a pay increase, this will have the effect of creating 4 single SCP point grades and a further bunching on roles at the bottom of the pay spine. Staff on these grades will not receive any increments and only receive the annual pay award. They will also receive little extra remuneration for taking on extra responsibilities in higher graded roles. This does not support morale, engagement or retention.

### Recommendations

The recommendations are:

- To implement the proposed changes to the Council's pay spine as set out above with effect from 1 April 2026
- To note the Council's budget forecasts have been updated to assume a 3% increase for the 2026-27 pay award
- To review the Council's ongoing commitment to be a Real Living Wage Employer
- To review the pay spine in full, at a later date, alongside national changes



## Appendix 1: Proposed Pay Spine (pre pay award)

Pending implementation of the pay award for 2026-27, proposed pay spine as follows:

SCP Values wef 010426 to include RLW supplement. 2026-27 pay award not yet agreed.

Grade	SCP	Annual Salary 010425	Hourly rate 010425	Revised rate inclusive of Real Living Wage supplement wef 010426		
				Value	Hourly rate	RLW supple ment
Grade 3	3	£24,796	£12.85	£25,949	£13.45	£0.60
Grade 4	4	£25,185	£13.05	£26,142	£13.55	£0.50
Grade 5	5	£25,583	£13.26	£26,335	£13.65	£0.36
Grade 6	6	£25,989	£13.47	£26,528	£13.75	£0.28
Grade 7	7	£26,403	£13.68	£26,721	£13.85	£0.17
	8	£26,824	£13.90			
	9	£27,254	£14.13			
	NOT IN USE					
	11	£28,142	£14.58			
Grade 8	12	£28,598	£14.82			
	NOT IN USE					
	14	£29,540	£15.31			
	15	£30,024	£15.56			
	NOT IN USE					
	17	£31,022	£16.08			
Grade 9	18	£31,537	£16.35			
	19	£32,061	£16.62			
	20	£32,597	£16.89			
	NOT IN USE					
	22	£33,699	£17.47			
Grade 10	23	£34,434	£17.84			
	24	£35,412	£18.36			
	25	£36,363	£18.84			
	26	£37,280	£19.32			
	27	£38,220	£19.81			
Grade 11	28	£39,152	£20.29			
	29	£39,862	£20.66			
	30	£40,777	£21.14			
Grade 12	31	£41,771	£21.65			
	32	£42,839	£22.21			
	33	£44,075	£22.85			
Grade 13	34	£45,091	£23.37			
	35	£46,142	£23.91			
	36	£47,181	£24.46			
Grade 14	37	£48,226	£25.00			
	38	£49,282	£25.54			
Grade 15	39	£50,269	£26.06			
	40	£51,356	£26.62			
Grade 16	41	£52,413	£27.16			
	42	£53,460	£27.71			
Grade 17	43	£54,495	£28.25			
	44	£55,602	£28.82			
SM1	45	£56,723	£29.40			
	46	£57,870	£30.00			
	47	£58,883	£30.52			
SM2	48	£59,981	£31.09			
	49	£61,082	£31.66			
	50	£63,246	£32.78			

*\* Traditionally we give an hourly uplift per SCP point of 10p between grades and 5p within grades as an interim measure to comply with the real living wage prior to the NJC annual pay award being implemented.*

*\*\* Hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours*

**Former Six Town Housing**

No change needed to the STH pay scale as Grade 1 starts at SCP6

## Appendix 2: Example 26-27 Pay Spine – G3-6

shows a 4.1% pay award for 26/27, with ongoing supplements to retain RLW commitments:

SCP Values wef 010426 to include RLW supplement. 2026-27 pay award at example of 4.1%

				Revised rate inclusive of Real Living Wage supplement wef 010426		
Grade	SCP	Annual Salary 010426	Hourly rate 010426	Value	Hourly rate	RLW supplement
Grade 3	3	£25,813	£13.38	£25,949	£13.45	£0.07
Grade 4	4	£26,218	£13.59			
Grade 5	5	£26,632	£13.80			
Grade 6	6	£27,055	£14.02			

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# DRAFT People Strategy

November 2025

Agenda Item 6

# Context

## Workforce Data -

- Employee reviews 90% completion 24/25
- Essential training 81% completion 24/25
- **Headline turnover rate = 11.76%** (1.19% lower than July 2024) in line with LGA data March 2024 = 12% turnover
- **Average days sickness per FTE = 10.55** (vs 12.6 days per FTE LGA average metropolitan borough 23/24)
- Agency expenditure c10% of pay bill (£9.9m c10% increase on 23/24)
- 34% of workforce over 55 years old; 5% under 24
- Significant gaps in workforce equality data – 33%+ unknown

## Bury/GM Labour market –

ONS = Employment rate 73.2% (vs 75.2% UK) with Economic inactivity 23.7% (vs 21% UK) - 16 to 64 ONS Data May 2025; **Unemployment rate 3.4%** (vs 4.7% UK);

## LGA local government context –

2024 – 94% recruitment challenges; particularly social workers, Ed Psych, Planning/ Building control, Legal, Finance and Digital roles. 81% using market supplement; Critical **management skills gaps are commercial, people and change**

### LET'S take a Local View

- I build trusted relationships by asking questions, listening and responding
- I spend my time connecting with our communities, understanding their challenges and preferences
- I make and explain decisions, keeping Bury residents at the heart of everything I do

### LET'S work with Enterprise

- I work to meet the ambitions of Bury and its people
- I proactively find ways to innovate and improve things
- I work through challenges when they arise, and focus on finding solutions

### LET'S deliver Together

- I actively work with others to shape the way we do things
- I'm respectful and positive member of the team
- I'm consciously inclusive

### LET'S build on our Strengths

- I empower people to help themselves and their communities
- I use feedback, research and data to make things happen
- I recognise and celebrate mine and other people's successes

**Bury**  
Council

# Context

## Staff survey (2025) –

- Overall positive responses – 7 in 10 colleagues recommend Bury Council as a great place to work
- Plan to continue work on leadership & management development, communications and culture

## Management Development Programme feedback -

- Managers are implementing and evidencing skills learned from programme.
- Positive and receptive teams, encouraging ideas with open communication.
- Focus for next phase management development is to expand to include leadership and improve:

- |  |
|--|
| • Listening and understanding colleagues - using mentoring and a coaching approach to balance challenge and support for people |
| • Adult-to-adult relationships – enabling creativity   |
| • Building trust - creating psychological safety for colleagues  |
| • Acting with humility – empowering others   |

# People Strategy – strategic outcomes

Strategic workforce outcome	Leaders who listen, learn and inspire 	Empowered & Engaged colleagues – retaining & attracting great people 	Teams who collaborate, innovate and grow 	Supported colleagues 
<i>Employee experience =</i>	<i>‘I am clear on what to do, how to do it and why it matters’</i>	<i>‘I am committed to doing a good job, proud of my work, and the Council’</i>	<i>‘I am always learning and working with others to improve’</i>	<i>‘I feel valued and able to be my best’</i>
Example actions ( <i>Work in Progress</i> )	Deliver Leadership & Management Development programme	Recruitment & retention strategy/process review	Create collaboration opportunities linked with refreshed training offer	Review wellbeing and development offer
	GM networks, Mentoring, Coaching	Develop and roll out Employer branding	Develop feedback culture – check in/ employee reviews/team meetings	EDI strategy



# Workforce metrics – DRAFT

	Leaders who listen, learn and inspire 	Empowered & Engaged colleagues – retaining & attracting great people 	Teams who collaborate, innovate and grow 	Supported colleagues 
<b>Organisational indicators</b>	<i>Survey- Leadership/ Management</i>	<i>Survey - engagement</i>	<i>Survey – innovation/ development</i>	<i>Survey - wellbeing</i>
	<i>Feedback – Employee reviews &amp; development events</i>	<i>Successful recruitment &amp; Demographics</i>	<i>Training completion and impact</i>	<i>Utilisation of wellbeing offer</i>
	<i>Chief Officer 360 feedback</i>	<i>Retention rates</i>	<i>Internal progression and secondment activity</i>	<i>Attendance rates</i>
	<i>Service performance</i>	<i>Reduction in agency spend</i>	<i>Induction impact/time to performance</i>	<i>Health &amp; Safety measures TBC</i>
<b>HR/OD performance</b>	<i>Leadership/ management development feedback/ impact</i>	<i>Candidate experience</i>	<i>Development uptake and feedback</i>	<i>Reward and Benefits uptake (incl EAP)/ feedback</i>
	<i>Internal comms engagement</i>	<i>Time to hire</i>	<i>Organisational Change timescales/ impact</i>	<i>Occupational Health performance</i>

# People Plan – Leaders who listen, learn and inspire

Strategic Outcome	Leaders who listen, learn and inspire 
Employee experience	<i>'I am clear on what to do, how to do it and why it matters'</i>
Priority action	Deliver Management Development programme
Next steps	Deliver Leadership development – 360 and coaching offer

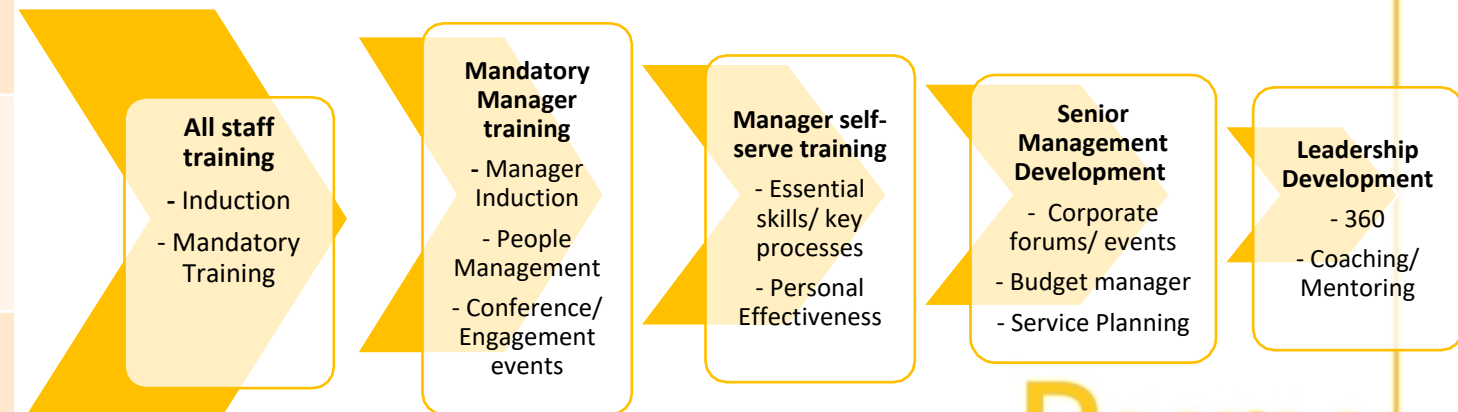
First steps 25/26 –

## Management Development programme –

Commence delivery of core modules

Develop additional content with SMEs

Delivery of content aligned with annual cycle of activity



**Bury**  
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## People Plan - Empowered & Engaged colleagues – retaining & attracting the best people

Strategic Outcome	Empowered & Engaged colleagues – retaining & attracting great people 
Employee experience	<i>'I am committed to doing a good job, proud of my work, and the Council'</i>
Priority action	Recruitment & retention strategy/process review & Improvement plan
Next steps	Develop and roll out Employer branding

First steps 25/26 –

**Stand up HR Improvement project team –**

Workforce data and End to End process review

**Pay and Reward review –**

Finalise Chief Officer pay model; review employee allowances/payments and market pay data

**Resourcing review**

Temporary resource to review process and customer experience – link with improvement project to streamline and accelerate processes

# People Plan - Teams who collaborate, innovate and grow

Strategic Outcome	Teams who collaborate, innovate and grow 
<i>Employee experience</i>	<i>'I am always learning and working with others to improve'</i>
Priority action	Create collaboration opportunities linked with refreshed training offer
Next steps	Review career pathways and opportunities to work across the council

First steps 25/26 –

## **Team development offer –**

Resources to support managers with team building


## **Deliver apprenticeship plan -**

Supporting services to build cohorts of apprentices, upskilling and networking across the Council

## **Learning & Development support –**

Additional resources to support departments – focus on digital skills and use of AI, linked to Digital Strategy

# People Plan - Supported colleagues

Strategic Outcome	Supported colleagues
	
Employee experience	<i>'I feel valued and able to be my best'</i>
Priority action	Review wellbeing and development offer – link with Health & Safety
Next steps	Deliver EDI strategy – inclusive recruitment, refresh EQIA, neurodiversity resources

First steps 25/26 –

## Develop Staff Survey action plan –

Commission colleague task and finish group

## Review of wellbeing offer –




Review uptake/impact of OH/Vivup EAP and refresh resources/offer to support health, safety and wellbeing

## Supporting Employee networks -

Develop champion roles, Review group ToR and release time/protocols

# People Strategy – driving People & Inclusion service improvement

## 6 month improvement project commencing November 2025 – priorities:

- Reducing time to hire 
- Improved customer service - reduced timescales and first-time resolution (for job applicants, managers and employees) 
- Workforce data informing timely management decisions; Capacity released to support the Finance Transformation programme - aligning Unit 4 and iTrent systems/processes 
- Efficiencies delivered both within the HR service and for customers - simple, faster automated processes with built in validations - eg onboarding, recruitment approvals, expenses, initial HR transaction/policy advice via Copilot powered chatbot 