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The Chair and Members of  
Employment and General Committee

14 January 2022

Dear Councillor,

Please attend a meeting of the EMPLOYMENT AND GENERAL COMMITTEE to be held on MONDAY, 24 JANUARY 2022 at 10.00 am in Committee Room 2, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to Items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 4)
4. Call Monitoring Policy (Pages 5 - 20)
5. Whistleblowing Policy (Pages 21 - 38)
6. Recruitment and Selection Policy (Pages 39 - 92)
7. Calculation of Tax Base 2022/23 (Pages 93 - 106)
8. Non-Domestic Rate Estimates for 2022/23

- Report to follow

9. Minutes of the Employer Trade Union Committee (Pages 107 - 114)
10. Minutes of the Council Health and Safety Committee (Pages 115 - 122)

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Randy', written in a cursive style.

Local Government and Regulatory Law Manager and Monitoring Officer

## **EMPLOYMENT AND GENERAL COMMITTEE**

**Monday, 15th November, 2021**

Councillor T Murphy (Chair)

Councillor K Falconer  
Kate Head of HR/L&D  
Harley

Councillor Simmons

\*Matters dealt with under the Delegation Scheme

### **1 DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

### **2 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Blank and Davenport.

### **3 MINUTES**

**RESOLVED –**

That the Minutes of the Meeting of the Committee held on 15 March, 2021 be approved as a correct record and signed by the Chair.

### **4 EMPLOYER TRADE UNION REPORT ON DISCRETIONARY DAY 2021**

The Head of HR & L & D presented a report to the committee on the proposed discretionary day for Christmas/New Year 2021/22 following a recent poll on Aspire.

The preferred date of 24 December 2021 had been considered and approved at Employer Trade Union Committee on 11 October 2021.

It was recommended that the discretionary day for 2021/22 was approved as Friday 24 December for all staff.

**\*RESOLVED –**

That the Christmas and New Year 2021/22 discretionary day be approved as 24 December 2021 for all staff.

**5 MINUTES OF THE EMPLOYER / TRADE UNION COMMITTEE**

The Minutes of the Employer/Trade Union Committees held on 19 April 2021, 17 May 2021, 14 June 2021, 12 July 2021, 9 August 2021, 13 September 2021 and 11 October 2021 were considered.

**RESOLVED –**

That the Minutes be received and noted.

**6 MINUTES OF THE COUNCIL HEALTH AND SAFETY COMMITTEE**

The Minutes of the Council Health & Safety Committees held on 11 November 2020, 10 February 2021, 19 May 2021 and 11 August 2021 were considered.

**RESOLVED –**

That the Minutes be received and noted.

## AGENDA ITEM

### CALL MONITORING POLICY

**MEETING:** Employment and General Committee

**DATE:** 24 January 2022

**REPORT BY:** Head of Organisational Development

#### **1.0 Purpose of Report**

- 1.1 To provide information regarding the new Call Monitoring policy and to recommend the policy for approval.

#### **2.0 Background**

- 2.1 This new policy has been produced due to the Council having two systems which record external and internal incoming and outgoing calls. The Council need to ensure call recordings are managed in line with the Data Protection Act 2018, the UK GDPR and any other related legislation and guidance.

#### **3.0 Proposed procedure**

- 3.1 The purpose of the call recording facility is to improve the service provided to the Council's customers and to support employees in carrying out their role.
- 3.2 All external and internal incoming and outgoing calls made to or from the Contact Centre or Careline employees are recorded in UC-One and Jontek respectively. Managers in the Contact Centre and Careline have contributed to this new policy.
- 3.3 Call recordings may only be used primarily for the purposes listed:
- a) to monitor the quality of call handling and customer service,
  - b) employee training, coaching and support,
  - c) the verification of what was said,
  - d) to protect employees from abusive behaviour.

- 3.4 If a call recording is to be used outside of the normal line management role, as defined above, the permission of either the Senior Information Risk Officer or the Data Protection Officer, and at least one Service Director is required.
- 3.5 The policy is attached as appendix A and an Equality Impact Assessment has been completed and is attached at appendix B.

#### **4.0 Employer – trade union committee**

- 4.1 The proposed policy was submitted to the Employer trade union Committee on 13 December 2021 and was endorsed for submission to Employment and General Committee.

#### **5.0 Recommendation**

- 5.1 That the new Call Monitoring policy be approved.

For further information on this report, contact Sandy Gillham-Hardy.

Gemma Masoud

Head of Organisational Development

# CALL MONITORING POLICY

Prepared by: Human Resources

Approved by Employment and General Committee:

For review:



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## **SECTION 1: GENERAL GUIDING PRINCIPLES**

### **POLICY STATEMENT**

1. The purpose of this policy is to ensure call recordings are managed in line with the Data Protection Act 2018, the UK GDPR and any other related legislation and guidance, and in line with other council policies.
2. The main purpose of the call recording facility is to improve the service provided to the Council's customers and to support employees in carrying out their role.

### **SCOPE**

3. This policy applies to all recorded calls across the Council. This will include all external and internal incoming and outgoing calls made to or from the Contact Centre or Careline employees, recorded in UC-One and Jontek respectively.
4. This excludes calls made by employees using Microsoft Teams or mobile phones.
5. Recording of the call will stop when:
  - the employee terminates the call.
  - the Customer terminates the call.
  - the call is transferred to a non-recorded extension
  - a card payment is being taken (manually stopped by employee) or the customer is transferred to the Interactive Voice Recognition (IVR) line to make the payment

### **PRINCIPLES**

6. All customers will be informed that their call is being recorded, ideally before the conversation starts.
7. Employees should be made aware that calls are being recorded.
8. All participants in a call recording have a right to request access to a copy or transcript of the recording – see Data Protection Policy.

9. Monitoring of call recordings may only be done by authorised personnel i.e. the service manager or an officer authorised by the service manager within the agreed purposes. (see point 12)
10. Any use of call recordings outside of the agreed purposes (see point 12) will require a clear justification and permission of either the Senior Information Risk Officer (SIRO) or the Data Protection Officer, and at least one Service Director.
11. Call recordings will normally be deleted in line with agreed retention periods within service areas as defined in Appendix A.

## **SECTION 2: PROCEDURE**

### **HOW THE CALL RECORDINGS WILL BE USED WITHIN A SERVICE AREA**

12. Call recordings may only be used primarily for the purposes listed:
  - a) to monitor the quality of call handling and customer service,
  - b) employee training, coaching and support,
  - c) the verification of what was said,
  - d) to protect employees from abusive behaviour.
13. Call recording systems must have security features that control access to recordings, with only nominated staff able to download, copy, share or delete recordings.
14. Accessing call recordings without a valid business purpose is not permitted.
15. Access or use of call recordings for purposes other than those listed at point 12 will require senior management authorisation. (see point 16)

### **USE OF CALL RECORDINGS TO VERIFY A CONVERSATION**

16. Call recordings may be used outside of the normal line management role, as defined in point 12, to verify what has been said in a conversation e.g. during an investigation into a complaint or disciplinary matter, with the permission of either the Senior Information Risk Officer (SIRO) or the Data Protection Officer, and at least one Service Director. See approval form at Appendix B.

17. Recordings removed from the recording system must be kept securely and in compliance with this policy. Once the recording has been used for the agreed purpose it must be deleted.
18. If a service area wishes to use a recording for a purpose other than those identified in 12 (a-d), or for a purpose unrelated to the reason for the call, advice **must** be sought from Information Assurance or the Data Protection Officer.

## **DISCLOSURE OF CALL RECORDINGS TO THIRD PARTIES**

19. Any participant in a call that has been recorded has a right to request access to the call recording or a transcript of that recording. This sort of request should be treated as a subject access request and the council's procedure should be followed.

See Data Protection Individual Rights Procedure – available on Aspire - <https://aspire.interactgo.com/Interact/Pages/Content/Document.aspx?id=6461>

20. If an external third party is requesting access to the call recording, this request must be discussed with Information Assurance and the Data Protection Officer before anything is disclosed.

See Data Protection Exemptions – Disclosure Requests Procedure – available on Aspire - <https://aspire.interactgo.com/Interact/Pages/Content/Document.aspx?id=6579>

21. Where possible, the council will take the wishes of those employees involved in a call into account when making a decision about disclosure of a call recording.
22. Each time a recording is released to a third party to be used outside of the Service Area the following items must be recorded in a Release of Recording Log held securely by the service manager:
- The purpose for which it is being released
  - The person requesting the recording
  - The date/time of the recording
  - The date/time of release
  - Who authorised the release.

## **IMPACT ON EXTERNAL CUSTOMERS**

23. Each incoming customer is informed that the call may be recorded and why before the conversation is opened. This will be done through a pre-recorded welcome message before connection is made to a council officer.
24. In exceptional circumstances, call recordings can be turned off by a council officer for a caller who does not wish to be recorded, when he or she judges that not doing so could cause distress to the caller.

## **IMPACT ON EMPLOYEES**

25. Monitoring of the call recordings within a Service Area may only be undertaken by authorised personnel, i.e. service manager and authorised officers, in order to assess individual performance in relation to agreed call handling standards, dealing with customer disputes / complaints or in order to improve services. Appendix C details the monitoring process for Careline and the Call centre.
26. Any playback of recordings will take place in a private and confidential setting.
27. Where performance issues are identified or following a complaint any recordings which are considered relevant in disciplinary proceedings cannot be disregarded and may be referred to. Employees responding to disciplinary procedures should be allowed access to such calls, subject to appropriate data protection consideration of any third-party rights involved.
28. The Council will ensure that, where appropriate, recording data is used to support employees in the investigation of any complaints or allegations resulting from incoming calls, subject to data protection consideration of any third-party rights involved.

## **REVIEW**

29. This policy will be reviewed every three years, or when legislation changes, whichever is sooner.

## APPENDIX A – Agreed retention periods

Call recordings will normally be deleted in line with agreed retention periods within service areas as recorded in the information asset register:

Record	Record start date	Retention period	Justification
Call centre call recordings	Date record created	90 days	Business need
Careline call recordings	Date record created	3 years	Business need Limitation Act 1980 (personal injury liability)

## APPENDIX B – Authorisation for access to call recordings

This form should be completed when access is requested to call recordings for purposes other than those agreed at point 12 of the Call Recording Policy.

### Requested By

Name and job title of requester	Date of request

### Details of call recording(s) to be accessed

Include employee involved, extension numbers, times, dates

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### Justification for access

Include an explanation of why you consider access to the call recordings described above to be necessary

--

### Authorisation

Signatory 1 – SIRO or DPO

Name	Date

\_\_\_\_\_  
*Signature*

Signatory 2 – service director or executive director

Name	Date

\_\_\_\_\_  
*Signature*

## **APPENDIX C – Monitoring of call recordings**

### **CARELINE**

The calls are chosen randomly by the manager when meeting with the employee during their regular 121. All calls which are monitored and discussed are recorded with time, date etc. At each 121 employees will have 5 calls monitored and any issues which are identified, as listed in point 12, are recorded and acted upon by the manager.

### **CALL CENTRE**

All call centre employees will have up to 3 calls per month monitored where they have provided advice to a customer. Any issues which are identified, as listed in point 12, will be discussed with the employee. This can be either during a 121, or fed back during a 121 or a combination of the two and will be agreed individually with all staff. The monitored calls and feedback are recorded on a central spreadsheet to allow the data to be analysed across the whole service.

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## Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Call Monitoring policy
<i>Service Area:</i>	CCC	
<i>Section:</i>	HR	
<i>Lead Officer:</i>	KATE HARLEY	
<i>Date of assessment:</i>	03/21	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	<input type="checkbox"/>	
<i>New / Proposed</i>	<input checked="" type="checkbox"/>	

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### Section 1 – Clear aims and objectives

#### 1. What is the aim of the policy, project, service, function or strategy?

The aim of the policy is to ensure call recordings are managed in line with the Data Protection Act 2018/ GDPR and any other related legislation and guidance, and in line with other council policies.

#### 2. Who is intended to benefit from the policy and how?

*Employees and customers of the Council*

#### 3. What outcomes do you want to achieve?

To improve the service provided to the Council's customers and to support staff in carrying out their role.

## Section 2 – What is the impact?

4. Summary of anticipated impacts. <i>Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.</i>			
	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Disability and long term conditions	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>

## Section 3 – Recommendations and monitoring

If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

5. Should a full EIA be completed for this policy, project, service, function or strategy?		
<input type="checkbox"/> Yes	x <input type="checkbox"/> No	
Please explain the reasons for this decision:		

## Section 6 – Knowledge management and publication

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Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	KATE HARLEY
	Date:	16/03/21
Reviewed by Policy Service	Name:	KATY MARSHALL
	Date:	16/03/21
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

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## AGENDA ITEM

### WHISTLEBLOWING POLICY

**MEETING:** Employment and General Committee

**DATE:** 24 January 2022

**REPORT BY:** Head of Organisational Development

#### **1.0 Purpose of Report**

- 1.1 To provide information regarding the revised Whistleblowing policy and to recommend the policy for approval.

#### **2.0 Background**

- 2.1 All council employment policies are periodically reviewed to ensure they are fit for purpose and continue to reflect the needs of the council and include any necessary changes to legislation and best practice.
- 2.2 It is good practice to create an open, transparent and safe working environment where employees feel able to speak up. This policy provides the means for employees to make disclosures where they have serious concerns about any aspect of the council's work. The policy shows the Council's commitment to the highest possible standards of openness, probity and accountability.
- 2.3 This iteration also includes responses to audit recommendations. The previous policy was approved in January 2016 and was due for review in July 2018.

#### **3.0 Proposed procedure**

- 3.1 The policy has been retitled from "Confidential reporting 'Whistleblowing' policy" to "Whistleblowing policy: the confidential reporting code" for ease of access.
- 3.2 The Whistleblowing policy and confidential reporting code is intended to enable individuals to disclose information about malpractice internally and to provide them with protection from subsequent victimisation, discrimination or disadvantage. This will

assist in detecting and deterring malpractice and demonstrate the Council's accountability, maintain public confidence and the Council's good reputation.

3.3 The Ethical Governance audit report in 2021 identified the following recommendations for the revised policy:

<i>AUDIT RECOMMENDATION</i>	<i>ACTION</i>
Consideration should be given to adding the requirements need to be proven by the individual for the PIDA protection to be applicable and that links to the ACAS and GOV.uk information be given for further clarity and reassurance.	Whistleblowing policy updated in 2021. Included in the policy at paragraph 20 and Appendix A.
<p>Consideration should be given to raising the profile of confidential reporting and fostering a reporting culture within the organisation potentially using some of the following improvements:</p> <ul style="list-style-type: none"> <li>• Publicising the confidential reporting policy and processes on the front page of the Aspire Intranet</li> <li>• Creating an online form on the Aspire intranet homepage for confidential reports to be sent easily and securely</li> <li>• Including a breach of the council's code of conduct or other council policies as reasons to raise concerns internally</li> <li>• Introducing whistleblowing "champions" to elevate the issue and provide confidential guidance without requiring the employee to officially raise a complaint.</li> </ul>	<p>Awareness raising via aspire and managers bulletin to coincide with Policy update.</p> <p>Front page of aspire for a temporary period then a prominent place in policy section.</p> <p>To coincide with Policy update.</p> <p>Managers briefing and aspire content to coincide with policy update and annual reminders.</p> <p>Already sufficient routes to raise concerns, adding champions will complicate and needs to be official advice and guidance.</p>
Inclusion of the whistleblowing process with the induction process	To be included in a review of the induction process in

to support the council in raising the awareness of reporting employee concerns and fostering a reporting culture.	2021.
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3.4 There have been no significant changes to the policy, it has been formatted into the standard policy template and wording has been refreshed.

3.5 The policy is attached as appendix A and an Equality Impact Assessment has been completed and is attached at appendix B.

#### **4.0 Employer – trade union committee**

4.1 The proposed policy was submitted to the Employer trade union Committee on 13 December 2021 and was endorsed for submission to Employment and General Committee.

#### **5.0 Recommendation**

5.1 That the revised Whistleblowing policy be approved.

For further information on this report, contact Sandy Gillham-Hardy.

Gemma Masoud

Head of Organisational Development

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# WHISTLEBLOWING POLICY: THE CONFIDENTIAL REPORTING CODE

Prepared by: Human Resources

Approved by Employment and General Committee

For review:

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## **SECTION 1: GENERAL GUIDING PRINCIPLES**

### **POLICY STATEMENT**

1. Chesterfield Borough Council is committed to the highest possible standards of openness, probity and accountability. In line with this commitment we expect employees, and others that we deal with, who have serious concerns about any aspect of the council's work to come forward and voice those concerns internally. This code provides the means for employees to make such disclosures and how those concerns will be dealt with.
2. Employees are often the first to realise that there may be something seriously wrong within an organisation. However, they may not express their concerns because they feel that speaking up would be disloyal to their colleagues or to the organisation. They may also fear harassment or victimisation.
3. This whistleblowing policy and confidential reporting code is intended to enable individuals to disclose information about malpractice internally and to provide them with protection from subsequent victimisation, discrimination or disadvantage. This will assist in detecting and deterring malpractice and demonstrate the Council's accountability, maintain public confidence and the Council's good reputation.

### **SCOPE**

4. The policy applies to all employees and those contractors working for the council or on council premises, for example, agency staff, builders, and drivers. It also covers suppliers and those providing services under a contract with the council in their own premises.
5. The policy aims to:
  - Encourage employees to feel confident in raising serious concerns about activities, procedures or practices related to the Council.
  - provide avenues for employees to raise those concerns and receive feedback on any action taken.
  - ensure that employees receive a response to concerns raised and that they are aware of how to pursue them if they are not satisfied.
  - reassure employees who raise a concern that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in good faith.

6. The law provides protection for employees who raise legitimate concerns about specific matters. These are called “qualifying disclosures”. A qualifying disclosure is one made in the public interest by a worker who has a reasonable belief that one or more of the following has occurred, or is likely to occur:
- A criminal offence;
  - A miscarriage of justice;
  - An act creating a risk to health and safety, including risks to the public as well as other employees;
  - An act causing damage to the environment;
  - A breach of any other legal obligation; or
  - Concealment of any of the above;
7. This policy does not replace, but rather complements and addresses concerns that fall outside the scope of the following existing policies and reporting procedure that are in place:
- The corporate complaints procedure;
  - Anti-fraud and corruption strategy;
  - Safeguarding policy and procedures;
  - Bullying and harassment policy;
  - Employee code of conduct
  - Member code of conduct
  - Grievance policy

## **PRINCIPLES**

8. Everyone should be aware of the importance of preventing and eliminating wrongdoing at work. Employees should be watchful for illegal or unethical conduct and report anything of that nature that they become aware of.
9. Any matter raised under this procedure will be investigated thoroughly and confidentially, and the outcome of the investigation reported back to the employee who raised the issue.
10. Any investigation that takes place under this policy may involve access to sensitive or personal data or records. In all cases those who access records will deal with it in accordance with the data protection principles. The information will only be used for the purpose of the investigation and not used for any other purpose.

11. No employee will be victimised for raising a matter under this procedure. This means that the continued employment and opportunities for future promotion or training of the employee will not be prejudiced because they have raised a legitimate concern.
12. Victimisation of an employee for raising a qualified disclosure will be a disciplinary offence.
13. If misconduct is discovered as a result of any investigation under this procedure the council's disciplinary procedure will be used, in addition to any appropriate external measures.
14. If an employee makes a disclosure that they reasonably believe is in the public interest but is not confirmed by the investigation, no action will be taken against the employee. If however, an allegation is malicious or for personal gain the employee may be subject to disciplinary action.
15. An instruction to cover up a wrongdoing is in itself a disciplinary offence. If an individual is told not to raise or pursue any concern, even by a manager, employees should not agree to remain silent and will be fully supported throughout the process. Employees should report their concern to a senior manager.
16. All disclosures will be treated in confidence and wherever possible every effort will be made not to reveal the identity of the informant. However, they may need to come forward as a witness and they will be given full support from management at that time.
17. This policy encourages an informant to put their name to an allegation whenever possible as confidentiality and protection from victimisation are inherent in the process.
18. Concerns expressed anonymously will still be considered but are much less powerful.
19. An employee is entitled to be accompanied by a trade union representative or work colleague during any meetings or interviews in connection with the concerns they have raised.
20. The Public Interest Disclosure Act (PIDA) means it is unlawful to subject someone to a detriment or to dismiss them because they have raised a whistleblowing concern in the workplace. PIDA is now part of the

Employment Rights Act 1996. An employee will have to show three things to claim PIDA protection:

- That they made a disclosure;
- That they followed the correct disclosure procedure;
- That they were dismissed or suffered a detriment as a result of making the disclosure.

It is vital that the employee retains their own proof of the disclosure, even if they made the disclosure anonymously.

## **SECTION 2: PROCEDURE**

### **RAISING A CONCERN – EMPLOYEE ACTION**

21. As a first step an employee should normally raise concerns with their immediate line manager. If you believe your line manager is involved you should approach your Service Director or another senior manager in your department. This depends, however, on the seriousness of the issues involved and who is suspected of the malpractice. If you believe that senior management is involved you should approach the chief executive, the monitoring officer, the head of internal audit consortium or the council's external auditor. (See Appendix A for detailed information)
22. Concerns may be raised verbally or in writing as soon as they arise without undue delay. The earlier concerns are expressed the easier it is to take action.
23. Employees should provide:
  - Details of their concerns including any background information, dates and location of any relevant incidents;
  - the reason why they are concerned about the situation.
24. Although employees are not expected to prove beyond doubt the truth of an allegation, they will need to demonstrate to the person contacted that there are reasonable grounds for the concern.
25. An employee may wish to consider discussing a concern with a colleague first and they may find it easier to raise the matter if there are two (or more) employees who have had the same experience or concerns. Employees may also wish to discuss concerns with their trade union representative.

26. Further advice and guidance on how to pursue matters of concern are detailed in Appendix A.

## **ACTION TAKEN BY THE COUNCIL**

27. The council will respond to all concerns raised. It should be noted that investigating concerns is not the same as either accepting or rejecting them.

28. Where appropriate, the matters raised may:

- be investigated by management, internal audit or through the disciplinary process;
- be referred to the Police;
- be referred to external auditors; or
- form the subject of an independent inquiry.

29. In order to protect individuals and those accused of misdeeds or possible malpractice, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The overriding principle which the Council will have in mind is the public interest. Concerns or allegations which fall within the scope of specific procedures (for example, harassment, bullying or discrimination issues) will normally be referred for consideration under those procedures.

30. Some concerns may be resolved by agreed action without the need for investigation. If urgent action is required, this will be taken before any investigation is conducted.

31. Within five working days of a concern being raised, the manager to whom information has been provided will write to the informant:

- acknowledging that the concern has been received;
- indicating how the council proposes to deal with the matter;
- confirm a timescale of how long it will take to provide a final response. This is usually within ten working days but could take longer depending on how complex the matter is;
- if the complaint can't be completed within ten working days then this will be communicated accordingly, explaining reasons why
- advising whether initial enquiries have been made;

- supplying information on employee support mechanisms, and
  - if it is possible at this stage, advising whether further investigations will take place and if not, why not.
32. The amount of contact between the manager considering the issues and the informant will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. If necessary, the manager will seek further information from the informant and keep them updated throughout the investigation.
33. Where any meeting is arranged this can be at a neutral site and out of normal working hours, if appropriate and the complainant so wishes.
34. The council will take steps to minimise any difficulties which an employee may experience as a result of raising a concern. For instance, if they are required to give evidence in criminal or disciplinary proceedings, the council will arrange for them to receive advice about the procedure.
35. The Council accepts that a worker needs to be assured that the matter has been properly addressed. Therefore, subject to legal constraints, they will be informed of the outcome of any investigation.

## **RESPONSIBLE OFFICER**

36. The Monitoring Officer has overall responsibility for the maintenance and operation of this policy and they, or a nominated representative, will act as 'the responsible officer' and will undertake the following activities in relation to this policy:
- Receive a written confidential report from any manager who receives a report of a concern raised under this policy.
  - Monitor that the relevant manager sends an interim response within ten days of the issue being raised.
  - Monitor that the relevant manager sends a final report to the employee detailing the outcome of any investigation.
  - Maintain a record of the investigation report, any concerns raised and the outcome in a form that does not endanger confidentiality and report on this to the corporate leadership team (CLT), the Leader/Deputy Leader, Standards and Audit Committee / to the council as appropriate.



## HOW THE MATTER CAN BE TAKEN FURTHER

37. This policy is intended to provide individuals with an avenue within the council to raise concerns. The council hopes any individual raising a concern will be satisfied with any action taken. If they are not, and if they feel it is right to take the matter outside the council, the legislation provides that employees can report this matter to the following bodies:

- HM Revenue & Customs
- The Financial Conduct Authority (formerly the Financial Services Authority)
- The Competition and Markets Authority
- The Environment Agency
- The Independent Police Complaints Commission

38. The Serious Fraud Office

If the matter is taken up outside the Council, an employee should discuss the matter with the Investigating Officer or the Monitoring Officer to ensure that they do not disclose confidential information to external bodies e.g. the press.

## REVIEW

39. This policy will be reviewed every three years, or when legislation changes, whichever is sooner.

## APPENDIX A - FURTHER ADVICE AND GUIDANCE

To obtain further advice and guidance on how to pursue matters of concern the following internal or external sources can be contacted:

### Internal contacts

- The line manager
- A service director
- An executive director
- The chief executive
- The monitoring officer
- The head of internal audit consortium
- The corporate health and safety advisor
- An employee's local Trade Union Representative – UNISON, GMB or UNITE
- A member of the HR team

### External contacts

- The Council's external auditor – contact details can be found at <https://www.chesterfield.gov.uk/your-council/the-council/external-auditors.aspx>
- Protect (formerly known as Public Concern at Work) - the UK's whistleblowing charity who aim to stop harm by encouraging safe whistleblowing at <https://protect-advice.org.uk/> They offer a free, confidential **Advice Line** to support whistleblowers who have seen malpractice, risk or wrongdoing in the workplace.
- The ACAS website for free, impartial advice on workplace rights, rules and best practice at <https://www.acas.org.uk/>
- The gov.uk website for advice at <https://www.gov.uk/whistleblowing>

## Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		Whistleblowing policy and confidential reporting code
<i>Service Area:</i>	CCC	
<i>Section:</i>	HR	
<i>Lead Officer:</i>	KATE HARLEY	
<i>Date of assessment:</i>	05/21	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Changed</i>	<input type="checkbox"/>	
<i>New / Proposed</i>	<input type="checkbox"/>	

### Section 1 – Clear aims and objectives

#### 1. What is the aim of the policy, project, service, function or strategy?

The aim of the policy is to encourage employees to feel confident in raising serious concerns about activities, procedures or practices related to the Council and provide avenues for employees to raise those concerns and receive feedback on any action taken.

#### 2. Who is intended to benefit from the policy and how?

Employees, the Council and the community we serve.  
 Employees are expected to come forward and voice concerns internally if they have serious concerns about any aspect of the council's work, this provides a process for this to take place.  
 Chesterfield Borough Council is committed to the highest possible standards of openness, probity and accountability – this policy allows an internal route if there are issues that an employee wishes to raise and demonstrates to the community that we would act upon such complaints.

### 3. What outcomes do you want to achieve?

This whistleblowing policy and confidential reporting code is intended to enable individuals to disclose information about malpractice internally and to provide them with protection from subsequent victimisation, discrimination or disadvantage. This will assist in detecting and deterring malpractice and demonstrate the Council's accountability, maintain public confidence and the Council's good reputation.

## Section 2 – What is the impact?

**4. Summary of anticipated impacts.** *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Potentially positive impact	Potentially negative impact	No disproportionate impact
Age	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Disability and long term conditions	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>

## Section 3 – Recommendations and monitoring

If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

**5. Should a full EIA be completed for this policy, project, service, function or strategy?**

☐ Yes      x☐ No

*Please explain the reasons for this decision:*

## Section 6 – Knowledge management and publication

---

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	KATE HARLEY
	Date:	06/05/21
Reviewed by Policy Service	Name:	ALLISON POTTER
	Date:	19/05/21
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

## AGENDA ITEM

### RECRUITMENT AND SELECTION POLICY

**MEETING:** Employment and General Committee

**DATE:** 24 January 2022

**REPORT BY:** Head of Organisational Development

#### **1.0 Purpose of Report**

- 1.1 To provide information regarding the revised Recruitment and Selection policy and to recommend the policy for approval.

#### **2.0 Background**

- 2.1 All council employment policies are periodically reviewed to ensure they are fit for purpose and continue to reflect the needs of the council and include any necessary changes to legislation and best practice. A Recruitment and Selection audit report in 2020 also identified some amendments to the policy.

#### **3.0 Proposed procedure**

- 3.1 The purpose of the recruitment and selection policy is to ensure the council can recruit the best possible candidates based on their relevant merits to support the delivery of our corporate strategy in an equal and inclusive way. It should be consistent with employment legislation and good practice through a process that supports the council's values and positively promotes Chesterfield Borough Council as an employer of choice.
- 3.2 A Recruitment and Selection audit report in 2020 identified the following recommendations for the revised policy:

AUDIT RECOMMENDATION	ACTION
Update the Recruitment & Selection policy to ensure the correct policy documents/guidance is available and that the revised policy is	Recruitment and selection policy updated in 2021.  Review scheduled every 3

reviewed at regular intervals.	years.
Provide mandatory Recruitment & Selection training to all members involved in the Selection Process.	To be provided by HR when the policy is fully approved.
Remind managers of the importance of retaining interview records/ notes for the designated period.	Included in the policy at paragraphs 93 to 98.
Remind Service Managers to pass all documentation to HR promptly in respect of probationary Interviews.	Included in the policy at paragraphs 88 to 92.
Remind managers the importance of destroying/deleting relevant documentation in relation to recruitment and selection in line with GDPR guidance.	Included in the policy at paragraphs 93 to 98.

3.3 Implementing 'blind' recruitment will enable the council to shortlist purely on stated achievement as the personal details of the candidate will not be provided. This is best practice in recruitment and ensures that no unconscious bias relating to any of the protected characteristics can influence the shortlisting decision. Adopting this method of recruitment will support the council action plan on gender pay gap and equality.

3.4 The main changes to the policy are:

- i. To incorporate the competency framework across the whole recruitment and selection process
- ii. To ensure that recruiting managers undertake the process using anonymised application forms, known as 'blind recruitment'
- iii. To reinforce the Data Protection and GDPR requirements
- iv. The return to HR and the retention of documents used during the process
- v. To reinforce the induction and probation process.

3.5 Mandatory training will be provided to recruiting managers on the new policy when it is launched.



3.6 The policy is attached as appendix A and a full Equality Impact Assessment has been completed and is attached at appendix B.

#### **4.0 Employer – trade union committee**

4.1 The proposed policy was submitted to the Employer trade union Committee on 13 September 2021 and was endorsed for submission to Employment and General Committee.

#### **5.0 Recommendation**

5.1 That the revised Recruitment and Selection policy be approved.

For further information on this report, contact Sandy Gillham-Hardy.

Gemma Masoud

Head of Organisational Development

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# RECRUITMENT & SELECTION POLICY

Prepared by: Human Resources

Approved by Employment and General Committee:

For review:



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## **SECTION 1: GENERAL GUIDING PRINCIPLES**

### **POLICY STATEMENT**

1. The purpose of this recruitment and selection policy is to ensure we recruit:
  - The best possible candidates, on the basis of their relevant merits, to support the delivery of our corporate strategy
  - In an equal and inclusive way that is consistent with employment legislation and good practice
  - Through a process that supports the Council's values
  - Positively promoting Chesterfield Borough Council as an employer of choice in a value-for-money way.
2. Recruiting and selecting the best people is of paramount importance to the continued success of Chesterfield Borough Council. We want to constantly improve our performance as an organisation, to ensure we are doing all we can to protect and promote the interests of the communities we serve. To do this, we recognise we need to recruit from the widest possible talent pool and ensure we have the right balance of skills from our diverse communities.
3. As a good employer we recognise the positive value of diversity, promote equality and challenge unfair discrimination. We aim at all times to recruit the person who is most suited to the job and welcome applications from those currently underrepresented in our workforce: we will not discriminate or tolerate discriminatory behaviour on any grounds in all aspects of recruitment and selection.
4. We are committed to the Equality Act and employing people with a disability. Reasonable adjustments will be made to the recruitment and selection procedure to ensure that no-one is disadvantaged because of their disability. If a disabled person is appointed, reasonable adjustments will be made to the workplace, including premises & equipment, duties, practices or policies, where required. The Equality Act 2010 prohibits discrimination against people with the protected characteristics that are specified in section 4 of the Act.
5. This policy aims to ensure a business focused approach to recruitment, using a range of selection methods. Each recruitment campaign will be designed to identify the best person for the job, in the most time and cost - efficient way, without compromising fairness, confidentiality or the Council's commitment to having a diverse workforce.

## **SCOPE**

6. This policy applies to all internal and external 'officer led' recruitment where candidates are applying to work at Chesterfield Borough Council in roles below Service Director.
7. Recruitment for posts from Service Director upwards are dealt with separately through a member appointments panel. There may be exceptions to the policy where a member has a vested interest in a role below Service Director where they may be involved in the recruitment process, but the decision will still be made at officer level.

## **PRINCIPLES**

8. The Council will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and the Council based on the fair and objective assessment of candidates against the skills, attributes, knowledge and experience required for the job.
9. The Council will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
10. The Council will ensure that recruitment processes support council initiatives to offer opportunities to displaced employees.
11. The Council will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy themselves that they are appropriately trained and can comply with the requirements of this policy and procedure. As a minimum requirement any member of staff who takes part in any activity under this policy and procedure must first have completed the e-learning module, read this policy and attended face to face training. This is delivered by HR and is designed to complement the e-learning and allows employees the opportunity to explore more areas in detail.
12. Recruitment and selection is a key public relations exercise and should enhance the reputation of the Council. The Council will treat all candidates

fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.

13. The Council will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
14. If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
15. Chesterfield Borough Council will not discriminate in favour of an applicant by virtue of being a relative or other close relationship with a current employee or Elected Member of the Council.
16. All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act and GDPR. Applicants will have the right to access any documentation held on them in accordance with the Act.
17. All recruitment information will be up to date and use plain language. On request information can be made available in large print, braille, on tape or cd and in different languages in accordance with the Council's Equality, Diversity and Social Inclusion Policy.

## **LEGAL CONTEXT**

18. Recruitment and selection practice must comply with the following Acts:

- Immigration, Asylum and Nationality Act 2006
- Equality Act 2010
- Data Protection Act 2018
- General Data Protection Regulation (2016/679 EU)
- Rehabilitation of Offenders Act 1974

## **SECTION 2: PROCEDURE**

### **THE ROLE OF HUMAN RESOURCES**

19. The Human Resources (HR) function will provide support to managers in exercising their responsibilities in the following areas:
  - The introduction, application and monitoring of this policy, including providing formal and informal training where required

- Ensuring that day to day recruitment processes are non-discriminatory, legally and nationally compliant and efficient including anonymising application forms for recruiting managers;
- Responsible for the provision of advice, guidance and support in recruitment, selection and redeployment
- Providing a front-line recruitment service, including advising on the recruitment process, providing recruitment administration and carrying out pre-employment checks in a timely manner
- Establishing the grading for posts through job evaluation
- Monitoring recruitment at all stages for compliance with the council's equality policy and recruitment commitments
- Inform the manager if there are any issues with pre-employment checks and agree a way forward
- Provide advice and support in the event of a challenge arising from the recruitment and selection process
- Communicate with candidates promptly and effectively throughout the recruitment process.

## **THE ROLE OF RECRUITING MANAGERS**

20. The role of recruiting managers in the recruitment process is to:

- Select candidates of the right calibre by establishing the required standards of qualifications, skills and experience in an updated job description and person specification
- Seeking advice from HR when required
- Gain authorisation to recruit to new or vacant posts
- Comply throughout the recruitment process with current legislation, the Recruitment and Selection policy and best practice
- Give appropriate feedback to both successful and unsuccessful candidates, taking responsibility for their decision
- Provide "reasonable adjustments" to meet the needs of candidates with disabilities as required by the Equality Act 2010
- Comply with the Council's policy on employing people with a criminal record
- Ensure that recruitment methods can attract applicants from diverse sections of the community



- Satisfy the Council's commitment to equalities when making any decisions to shortlist, interview, apply selection tests and to appoint
- Support Council initiatives to offer job opportunities to displaced employees and to candidates with a disability
- Protect the Council from unacceptable or fraudulent candidates and those likely to bring the Council into disrepute.

## **DISABILITY CONFIDENT EMPLOYER**

21. The Disability Confident scheme was launched in November 2016 and supports the government's commitment to having 1 million more disabled people in work by 2027. It was developed by employers and disabled people's representatives to create a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.
22. Chesterfield Borough Council is part of the Disability Confident scheme and continuously looks for new techniques and best practice that can help us in making the most of the talents disabled people can bring to the workplace.
23. Through Disability Confident, thousands of employers are:
  - challenging attitudes towards disability
  - increasing understanding of disability
  - removing barriers to disabled people and those with long-term health conditions
  - ensuring that disabled people have the opportunities to fulfil their potential and realise their aspirations.
24. Whether an employee has become disabled during their working life, or we are recruiting externally being Disability Confident can help in positively changing attitudes, behaviours and cultures.
25. The Council have agreed to the Disability Confident commitments:
  - inclusive and accessible recruitment
  - communicating vacancies
  - offering an interview to disabled people
  - providing reasonable adjustments
  - supporting existing employees
26. As part of this commitment the Council guarantee to interview all applicants who identify themselves as having a disability and meet the essential criteria for the post. HR will advise recruiting managers if this applies to the post they

are recruiting to. If the candidate is not shortlisted HR will discuss this further with the recruiting manager.

27. A disabled person is defined as someone with a physical or mental impairment that has a 'substantial' and 'long-term' effect on their ability to do normal daily activities. (Equality Act 2010)

## **KEY PHASES**

28. There are 3 key phases in recruiting and selecting for a post which include:

*I. Preparation:*

*Review* – Assess the post

*Update* – Update the job design, job description and person specification and band using the competency framework

*Approval* - seek approval to recruit / fill the vacancy

*II. Recruitment & Selection:*

*Plan* - Identify panel and agree dates for key stages of the process

*Advertise* – Draft advert and select media

*Shortlist* – Shortlist using the person specification and competency framework

*Select* – Interview and select/reject candidates

*III. Post interview:*

*Offer and validate* - Provisional offer made subject to references, medical and other relevant checks. Validate information and issue contract.

*Induction and probation* - Effective use of induction and application of probation policy.

*Records and monitoring* – Ensure Data Protection Act and GDPR are followed.

29. Further advice and guidance is available from the Human Resources team. In addition, aspire learning offers training courses designed to equip members of staff in key aspects of recruitment and selection. This procedure outlines the 3 key phases.

## **Preparation - Review**

30. The recruitment and selection process should not commence until a review of the need for the role against the Council's strategic plans and budget has been completed. Manager's should think about the post that has become

vacant to make sure it is still required to meet organisational needs at a time where all services are subject to review and there is an ongoing drive for continuous improvement and efficiencies. The way jobs are managed and organised is continuously changing.

31. Some key questions for managers to consider are:

- What is the long-term need for the post? Can the duties be delivered another way or distributed between existing employees?
- Should the post be permanent or temporary?
- Are the current working hours/ pattern/ contract still appropriate?
- Does the job design reflect future service/ organisational requirements?
- Are there other corporate initiatives which may influence the recruitment process, e.g. partnership working or relocation of a service?

32. If it is decided a new job, or a radical redesign of the current job is needed you need to discuss this with your HR Business Partner.

### **Preparation – Update**

33. An up to date job description and person specification must be produced for any post that is to be recruited to using the template in Appendix A.

34. The job description should accurately reflect the main purpose, duties and responsibilities of the post. It should also identify if there are any special features of the post.

35. The person specification should state both the essential and desirable criteria in terms of knowledge, skill, abilities, experience and qualifications for the post. All criteria should be directly related to the job and applied equally to all applicants and care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.

36. The Council's competency framework should be used to complete the levels in the competency requirement section. The booklet 'Chesterfield Can, We can, I can' can be found on aspire.

37. Posts appointed under green book conditions of service are assessed using the Council's Job Evaluation Scheme to determine the band. If there have been no (or minimal) changes to the job description and person specification

the current band will continue to apply. Any new posts, or where there have been changes which could affect the band of the post, need to be formally assessed using the Job Evaluation Scheme. Please contact your HR Business Partner for advice on how to complete this process.

### **Preparation – Approval**

- 38. All posts require approval from Vacancy Control Panel (VCP) before they can be advertised. The HR1 e-form, Approval to create/ fill a new post or fill a vacant post, should be completed by the recruiting manager and approved by the relevant Service Director. The e-form can be found on aspire.
- 39. The business case for filling the post should be clearly stated along with support from the finance lead where savings need to be made and/or Committee approval where new posts lead to an overall increase in costs. Further details on the VCP approval process can be found on aspire.

### **Recruitment and Selection - Plan**

- 40. It is good practice to plan the timetable for the whole recruitment process at the outset to ensure it is as efficient, cost effective and timely as possible which will assist the recruitment panel and candidates accordingly.
- 41. Clarify who is to be the recruiting manager and will take responsibility for managing the vacancy. The recruiting manager will need to determine the balance, composition and chair of the selection panel. The Chair of the Panel is appointed to co-ordinate the selection process and ensure it is carried out fairly.
- 42. The selection panel must have at least 2 members and consist of individuals who have a specific interest in the appointment and should add value to the process.
- 43. All panels should be representative of gender and should aim to reflect the community served. e.g., no all-male or all-female panels.
- 44. All employees involved in the selection process must have completed the Council's recruitment and selection blended learning which consists of e-learning and face to face training and have considered their own development needs to ensure they have the underlying knowledge and competencies to carry out good quality recruitment and selection.

45. HR observers and technical advisers should not be part of the decision-making process but may advise panel members where specialist knowledge and advice is required.
46. Where a learner recruiter is involved, as part of management development, there needs to be at least another 2 panel members.
47. Panel members must withdraw from the process if a family member or close friend applies, or if their knowledge of the applicant is such that they cannot maintain objectivity.
48. Good planning should ensure the same people should be involved throughout the entire process. If a substitute is necessary, then they must become familiar with all the applications and receive a thorough brief on the process by the recruiting manager.
49. The recruiting manager must give consideration in advance to any selection tools, prepare them in advance and apply the same process to all candidates. Selection techniques should only be used which relate to the requirements on the person specification and only use techniques which are valid, reliable, fair and unbiased.
50. HR are available for advice on selection techniques, possible methods may include:
- Skills tests/in tray exercises
  - Group exercises
  - Focus Groups
  - Assessment Centre
  - Formal presentations
  - Practical simulated exercises/case studies
  - Psychometric tests
51. A timeline should be agreed with the selection panel which incorporates the following:
- Closing date – allow a minimum of 2 weeks
  - Shortlisting date - as soon after the closing date as possible
  - Interview date – allow 5 days notification to shortlisted candidates
52. If the panel decide to undertake virtual recruitment, they should discuss and agree the process with HR in advance of the interviews.

## **Recruitment and Selection - Advertise**

53. Following approval the recruiting manager should complete the HR2 e-form, which can be found on aspire, and provide the text for the advert which should be consistent with the job description and person specification and ensure that recruitment methods can attract applicants from diverse sections of the community we serve. It is best practice for the interview date to be stated in the advert to ensure that candidates are given as much notice as possible.
54. Prior to the advertisement consideration will be given to the post as a redeployment opportunity that maybe suitable for ring-fenced internal applications for example where an employee is at risk or an efficiency is to be made by reducing the establishment. This screening process will be undertaken by HR department.
55. Should a post be identified as a suitable redeployment opportunity the recruiting manager will be informed by HR. The recruiting manager and the redeployee will then discuss the applicant's suitability to the post. If the redeployee is suitable for the post, it will be offered on a 4-week trial basis. Please refer to the Restructuring, Redeployment and Redundancy policy for further information.
56. The post will be advertised internally and externally, following the recommendations from VCP openly through internal publications, local or national media, trade or professional journals or media accessible to minority groups, taking advice as necessary and be cost effective. Managers should ensure that any individuals on maternity leave are made aware of vacancies whilst they are absent from the office through their regular contact.
57. In exceptional circumstances, and with the agreement of HR, the post can be advertised on an internal basis only.
58. In the case of internal adverts and applicants the appointment will be based purely on their merits on the day of the interview following the principles of this policy.

## **Recruitment and Selection - Shortlist**

59. After the closing date, all application forms will be anonymised and forwarded to the recruiting manager for shortlisting who should share them with the selection panel.

60. The selection panel must use the shortlisting form at Appendix B for shortlisting. The panel should agree which of the essential criteria will be used on the shortlisting form. The scoring at Appendix C must be used during the shortlisting process with no variations.
61. All panel members should read every application and make an individual assessment of each applicant's suitability and score them. If candidates score 0 or 1 for any essential criteria they should not be shortlisted.
62. The full panel should then meet to discuss their assessments and reach a final agreement on the applicants who should be included on the shortlist.
63. Panel members need to approach the applications with an open mind so as not to pre-judge or make assumptions about applicants' suitability. Applicants have different ways of presenting what they have to offer.
64. Panel members should not make assumptions that are not universally applied to all candidates nor should they make allowances for identified errors or omissions by known candidates.
65. If the number of candidates that could be shortlisted is not manageable the panel should assess applicants against all of the essential criteria followed by the desirable criteria.
66. Further advice should be sought from HR if the number of shortlisted candidates remains unmanageable.
67. After shortlisting, the recruiting manager should record which candidates are shortlisted and the reasons why unsuccessful candidates have been rejected and submit them on e-form HR3 which can be found on aspire.
68. Shortlisted candidates will be advised by HR, with adequate notice, that they are invited to interview. If additional assessment methods are to be used candidates will be provided with details of the type of exercise/ test to be given and how long the process is likely to take.
69. The recruiting manager should then complete e-form HR4, which can be found on aspire, with interview details – date, venue, timings, tests, candidates etc.

70. The interview panel should be mindful of unconscious bias, personal stereotypes and making assumptions as they can affect our decision-making process. There is a natural tendency to allow one's immediate judgement to be unduly influenced by an unfavourable (horns) or favourable (halo) first impression based on appearances especially in an interview situation.
71. Panels may need to adjust any of the interview or assessment arrangements to remove identified disabling barriers.

## **Recruitment and Selection – Select**

72. The selection panel must use the interview form at Appendix D for the interview. All parties involved in the recruitment process must ensure appropriate competency and values-based questions are asked at interview to ensure the candidate selected is qualified and competent to carry out the role. Appendix E provides further guidance on questioning techniques.
73. The panel should agree in advance what questions are to be asked of the candidates and identify what the ideal answer should be. All interview questions must be based on the person specification to ensure that essential criteria for the role is assessed.
74. The panel should ask consistent questions of each candidate which are designed to test for qualities in the person specification.
75. During the interview the panel should investigate any gaps in the employment history and any unusual or abrupt reasons for leaving an earlier job.
76. The interview checklist at Appendix F should be used by the recruiting manager to ensure that all the necessary actions are carried out at and post interview. Please return this form to HR together with all other documentation required after interview.
77. Notes made in relation to applicants made during the recruitment process must be factual, non-discriminatory and use objective criteria such as their skills and experience. Notes should be kept throughout the recruitment process and all members of the selection panel must keep careful records of the entire process.
78. All members of the selection panel should make an individual assessment of each applicant's responses/ tests and score them using the scoring criteria at Appendix C with no variations. If candidates score 0 or 1 for any response to



a question they should not be appointable as they would not meet the minimum criteria for the role.

79. The full panel should then discuss their scores together and reach an agreed total score for each candidate. The candidate with the highest score should be the candidate who is appointed. If the recruiting manager has any concerns with this process, they should consult HR before they take any further action.

80. The recruiting manager has responsibility for notifying the candidates of the outcome, both successful and unsuccessful, and offer feedback where requested.

### **Post interview - Offer and validate**

81. All offers of appointment are conditional subject to:

- Satisfactory references - minimum of two references to cover the last five years of the employee's working life, one of which **must** be the current or most recent employer
- Medical clearance
- Evidence of the right to work in the UK in line with the Asylum and Immigration Act 1997
- Criminal record check (DBS) at the appropriate level (if required)
- Production of appropriate qualification certificates (if required)
- Additional checks - some posts require additional checks by partnership agencies e.g. Police for CCTV posts

82. The recruiting manager should make the successful candidate a conditional offer subject to the above requirements which apply to the post.

83. All new employees should normally commence at the bottom of the pay band. Where there are exceptional circumstances, the form at Appendix G should be completed and sent to HR.

84. If any of the above criteria are not met or there are concerns HR will contact the recruiting manager to discuss the situation. This may result in the conditional offer being withdrawn.

85. Where the criteria are satisfactorily met the offer can be confirmed, a start date agreed, and a contract will be sent to the candidate.

86. Recruiting managers should protect the Council and service users from unsuitable, dangerous or fraudulent candidates by satisfying themselves about these matters before offering a contract and/or letting them start work.
87. No candidate should be allowed to commence employment until all pre-employment checks have been completed and are satisfactory.

### **Post interview – Induction and probation**

88. The line manager of the new recruit should arrange and plan an effective local induction in line with Council's guidelines and ensure the new employee carries out their e-induction.
89. Avoid over-loading the new employee at this stage as too intensive information giving session or period is likely to be ineffective; prioritise what information you need to provide and when. However, ensure the new employee is clear about work objectives and the expected standard of performance.
90. People learn in different ways so involve other people as an important part of the induction process is getting to know new colleagues and their work environment. Ask the new employee how they best learn and adapt the programme to meet their needs where you can. One size will not fit all; Consider the complexity of the new employee's role and their previous experience and don't make assumptions.
91. All employees new to their role are subject to a 6-month probation period in line with the Council's Probation Policy. All probation reports should be submitted promptly to HR.
92. A probation period is a period of time for an employee to demonstrate their suitability for the role. It enables both the manager and the employee to take into account the individual's overall capability, skills, performance and general conduct in relation to the job in question and assess objectively if they meet the requirements.

### **Post interview – records and monitoring**

93. Accurate record keeping is an essential part of the recruitment process. Panel members should keep all recruitment documentation, both paper and

electronic, obtained during the entire process in line with the Data Protection Act 2018.

94. At the end of the process recruitment documentation should be sent HR for filing and retaining to demonstrate an audit trail of decisions and to enable HR to respond to any requests for information or complaints if they are required to do so.
95. All of the documentation should be kept in a secure place for 6 months and then destroyed as confidential waste.
96. HR will monitor the recruitment process for effectiveness, good practice, compliance to standards and equality of opportunity.
97. Under General Data Protection Regulations an individual has the right to request access to any personal information held about them in a manual or computer based file. This includes shortlisting and interview notes and they could be used against the council in a discrimination claim by an unsuccessful applicant.
98. If a discrimination claim is made against the council the recruiting manager may be required to provide evidence regarding why Candidate A rather than Candidate B was selected for a position. Being able to demonstrate clear reasons for the decision can be critical. All documents could be requested and need to be produced including any notes made by the selection panel.

**APPENDIX A****JOB DESCRIPTION**

<b>JOB TITLE:</b>	Insert text
<b>DIRECTORATE:</b>	Insert text
<b>JOB EVALUATION NUMBER:</b>	Insert text
<b>BAND:</b>	Insert text
<b>RESPONSIBLE TO:</b>	Insert text
<b>RESPONSIBLE FOR:</b>	Insert text
<b>MAIN PURPOSE OF POST:</b>	Insert text

**DUTIES AND RESPONSIBILITIES:**

Duties and responsibilities must be undertaken to comply with Council Policies/procedures.

1.	Insert text
2.	Insert text
3.	Insert text
4.	Insert text
5.	Insert text
6.	Insert text
7.	Insert text
8.	Insert text
9.	Insert text
10.	Insert text
11.	Insert text

## **GENERAL – TO BE AWARE OF AND IMPLEMENT THE FOLLOWING:**

### **EQUALITIES**

The council's Equality and Diversity Policy which sets out the council's commitment to advancing equality and social inclusion while celebrating the diversity within our communities.

### **CODE OF CONDUCT**

All employees of Chesterfield Borough Council must comply with the Employees' Code of Conduct.

### **HEALTH AND SAFETY**

To comply with the Health and Safety at Work etc. Act (1974) and carry out all duties in accordance with the Council's Health and Safety policy.

### **STAFF DEVELOPMENT**

The Council's Performance & Development Review is an integral part of Chesterfield Borough Council's performance management framework as well as a key employee development procedure. You will be required to undertake any training required for the job role.

### **DATA PROTECTION**

All employees must adhere to the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018 in respect of confidentiality and disclosure of data.

### **SAFEGUARDING CHILDREN AND VULNERABLE ADULTS**

The council has both a moral and legal obligation to ensure a duty of care for children and vulnerable adults across its services. We are committed to ensuring that all children and vulnerable adults are protected and kept safe from harm, and we have a responsibility to safeguard and promote well-being.

## **SPECIAL FEATURES OF POST**

Political Restriction	YES / NO
Vetting Checks e.g Disclosure and Barring Service (DBS)	YES / NO
Flexible approach to time of work, with ability to work evenings and weekends as required by the needs of the service.	YES / NO
You may be required to carry out those duties at your present workplace or at another council venue.	YES / NO

## **JOB DESCRIPTION**

It is the council's intention that this job description is seen as a guide to the main areas and duties for which the job holder is accountable. However, as the work of the council changes the job holder's obligations are also bound to vary and develop, so the job description should be seen as a guide and not as a permanent, definitive and exhaustive statement. This job description is non-contractual.

## PERSON SPECIFICATION

<b>JOB TITLE:</b>	Insert text
<b>DIRECTORATE:</b>	Insert text
<b>JOB EVALUATION NUMBER:</b>	Insert text
<b>DATE:</b>	Insert text

## KNOWLEDGE / SKILLS / ABILITIES

### ESSENTIAL

Essential knowledge, skills, and abilities	Assessment method
	Application Form, Presentation, Scenario based Exercise, Interview, Qualification / Certificates
Insert text	Application Form
Insert text	Application Form
Insert text	Insert text
Insert text	Insert text

### DESIRABLE

Desirable knowledge, skills, and abilities	Assessment method
Insert text	Insert text
Insert text	Insert text
Insert text	Insert text
Insert text	Insert text

## EXPERIENCE

### ESSENTIAL

Essential experience	Assessment method
Insert text	Insert text
Insert text	Insert text
Insert text	Insert text

### DESIRABLE

Essential experience	Assessment method
Insert text	Insert text
Insert text	Insert text
Insert text	Insert text

## QUALIFICATIONS

### ESSENTIAL

Essential qualifications	Assessment method
Insert text	Insert text
Insert text	Insert text

### DESIRABLE

Desirable qualifications	Assessment method
Insert text	Insert text
Insert text	Insert text



## OTHER REQUIREMENTS

### ESSENTIAL

Essential qualifications	Assessment method
To display the council's values and behaviours when carrying out the job role	Application Form, Interview
To perform the job role in accordance with the specified level of the council's Competency Framework	Application Form, Interview
Commitment to self-development, service improvement and organisational effectiveness	Application Form, Interview

## COMPETENCY REQUIREMENT

### SEEING THE BIG PICTURE

**Level:** INSERT TEXT

**Assessed at:** Interview

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports the council plan and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet the council goals and deliver the greatest value.

For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the customer and support economic, sustainable growth.

### CHANGING AND IMPROVING

**Level:** INSERT TEXT

**Assessed at:** Interview

People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways.

For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive council. It also means making use of alternative delivery models including digital and partnership approaches wherever possible.

## **MAKING EFFECTIVE DECISIONS**

**Level:** INSERT TEXT

**Assessed at:** Interview

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of council and public information to ensure it is handled securely and with care.

For leaders it's about reaching evidence-based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.

## **LEADING AND COMMUNICATING**

**Level:** INSERT TEXT

**Assessed at:** Interview

At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm.

It's about championing difference and external experience and supporting principles of fairness of opportunity for all.

For leaders, it is about being visible, establishing a strong direction and persuasive future vision, managing and engaging with people in a straightforward, truthful, and candid way.

## **COLLABORATING AND PARTNERING**

**Level:** INSERT TEXT

**Assessed at:** Interview

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting, and professional relationships with colleagues and a wide range of people within and outside the council, whilst having the confidence to challenge assumptions.

For leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable.

## **DEVELOPING SELF AND OTHERS**

**Level:** INSERT TEXT

**Assessed at:** Interview

Effectiveness in this area is having a strong focus on continuous learning for oneself, others, and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving.

For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.

## **DELIVERING VALUE FOR MONEY**

**Level:** INSERT TEXT

**Assessed at:** Interview

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.

For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the council maximises its strategic outcomes within the resources available.

## **MANAGING A QUALITY SERVICE**

**Level:** INSERT TEXT

**Assessed at:** Interview

Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs

and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery.

For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost-effective delivery models for public services

## **DELIVERING AT PACE**

**Level:** INSERT TEXT

**Assessed at:** Interview

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.

For leaders it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.



**SHORTLISTING RECORD FORM**

**APPENDIX B**

Job Title:

Panel member:

- Each member of the panel should score each candidate against essential criteria from the person specification criteria for the position.
- The Council is committed to interviewing all applicants declaring a disability who meet the minimum essential criteria for a job vacancy.

**Scoring** – candidates should be scored as follows:

Page 69	Does not meet the criteria at all	1	Meets the criteria in a limited number of areas	2	Meets the criteria in a minimal number of areas	3	Meets the criteria in some areas	4	Meets the criteria in most respects	5	Meets the criteria in all respects
---------	-----------------------------------	---	---	---	---	---	----------------------------------	---	-------------------------------------	---	------------------------------------

Person specification criteria ESSENTIAL	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5	Candidate 6	Candidate 7	Candidate 8	Candidate 9	Candidate 10
<b>TOTAL SCORES</b>										

### **SCORING CRITERIA**

The following scoring criteria is to be used during the recruitment and selection of employees:

<b>SCORE</b>	<b>CRITERIA/ EVIDENCE</b>
0	Does not meet the criteria at all Provides no evidence at all
1	Meets the criteria in a limited number of areas Provides evidence across a couple of areas
2	Meets the criteria in a minimal number of areas Provides evidence across some areas
3	Meets the criteria in some areas Provides evidence across a number of areas
4	Meets the criteria in most respects Provides a range of evidence for most areas
5	Meets the criteria in all respects Provides evidence across all areas

**INTERVIEW RECORD FORM**

**APPENDIX D**

Job Title:

Panel member:

- Each member of the panel should score each candidate separately against every question.
- Scoring** – candidates should be scored as follows:

<b>0</b>	Does not meet the criteria at all	<b>1</b>	Meets the criteria in a limited number of areas	<b>2</b>	Meets the criteria in a minimal number of areas	<b>3</b>	Meets the criteria in some areas	<b>4</b>	Meets the criteria in most respects	<b>5</b>	Meets the criteria in all respects
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	Question	Ideal Answer	Candidate Response	Score
	Settling in Question: How have your past roles prepared you to take on this position?			N/A
1				/5
2				/5
3				/5
4				/5
5				/5
6				/5
7				/5
8				/5
9				/5
10				/5
			TOTAL SCORE	/50

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### **INTERVIEW QUESTIONS**

The interview panel preparing what they are going to ask at an interview and how they are going to ask it is essential to ensure the panel can elicit information from candidates to enable them to make an informed decision.

There are several questioning techniques which can be used during interviews for example, open, closed, behavioural and hypothetical. Alongside these questions can be based around the Council values which all employees follow and are continually assessed against in their annual PDR.

The interview panel must ensure appropriate competency and values based questions are asked at interview to ensure the candidate selected is qualified and competent to carry out the role. All competency interview questions must be based on the person specification to ensure that each of the essential criteria for the role is assessed.

#### **Questioning techniques**

The key purpose of a recruitment interview is to assess the skills, experience and general aptitude of job applicants in order to make a decision on which candidate is the best suitable person for the job. Questions should therefore be structured to explore facts, and interviewers should take care not to make decisions based on assumptions about applicants linked to their own subjective views and opinions.

Planned questions must be consistent for all candidates, however clarification and probing questions will vary with each candidate. Leading questions should not be used during an interview as it will give the candidate an advantage.

#### ***Open questions***

Open questions would use what, why, how, tell me about a time ... which encourages candidate to give information in their own words.

#### ***Closed questions***

Closed questions will likely result in a yes or no answer which is sometimes needed. For example, have you got this qualification?

The interview panel should not restrict themselves to asking only the agreed questions as there may need to be probing questions that are specific to a particular applicant. Further unplanned questions may be necessary in order to follow up, or probe any relevant matter raised that is not clearly covered. However, the interview panel should not use leading questions. For example, rather than asking 'if you had to deal with inappropriate behaviour

from an employee which policy would you use? You should ask 'what would you do if you had to deal with inappropriate behaviour from an employee' and see how they deal with it.

### ***Behavioural questions***

Behavioural questions look at skills and competences the jobholder requires to perform well in the post and asks questions to find out if the candidate possesses these skills or competences. A behavioural question aims to evaluate if the candidate has learnt from past behaviours in specific work situations. Use questions that ask the candidate how they acted in the past in a specific situation rather than how they might behave in this type of situation in the future. For example:

### **Communication**

How do you ensure that you build good rapport with your colleagues? Give an example of when you feel you have done this.

Describe a task or project you have been responsible for communicating to others in the team. How did you ensure that what you were communicating was understood?

Tell me about a time when you have had to give constructive feedback within your team.

### **Attention to detail**

How do you ensure that you get things right first time?

Give me an example where you have made an error but have learnt from this.

What factors do you consider when prioritising your work and how do you ensure you meet deadlines whilst maintaining high quality?

### **Team Working**

Give me an example of a successful team you have been a member of. What made it successful and what did you achieve?

How do you ensure that you share information, ideas and best practice within your team? Can you give an example of when you have successfully done this?

Give me an example of when you have worked as a team to ensure your department meets its overall objectives?

### **Flexible and adaptable**

Give me an example of when you have taken on work or a project outside of your normal role. What did you learn?

Give me an example of when you have been involved in a change in process and how you adopted that change.

In your current role or previous positions, could you give me an example of when you have used your initiative to resolve an unexpected problem?

### **Personal organisation**

How do you keep track of matters requiring your attention?

How do you organise your day? What would be your priorities?

What things do you consider when deciding whether something needs to be escalated to your line manager?

### **Innovation**

Give an example of when you have raised an issue in relation to something you did not agree with or you felt was inefficient.

Tell me about a time when you identified a new, unusual or different approach to addressing a problem or task.

How do you feel a business can ensure innovation is embraced? Where have you seen this done successfully?

### **Drive for results**

Give an example when you feel that you have gone above and beyond expectations.

What is the most difficult, interesting or challenging problem you have solved? How did you approach this and what were the difficulties?

Give me an example of when you have persisted to ensure a task or project was achieved

### ***Hypothetical questions***

Hypothetical questions focus on how they would act in certain work situations for example, if you disagreed with a decision that your line manager made, how would you handle it. Not as reliable as behavioural.

## **Value based questions**

The 4 **values** that show how we work are:

- **Customer focused:** delivering great customer service, meeting customer needs
- **Can do:** striving to make a difference by adopting a positive attitude
- **One council, one team:** proud of what we do, working together for the greater good
- **Honesty and respect:** embracing diversity and treating everyone fairly

Questions can be asked around the values of the Council at interview, examples are below:

### **Customer focused**

If you were successful in securing this role, how do you feel that you will be able to make a positive contribution to outcomes for the Council?

- How much of an impact do you think you can have on delivering the service?
- How would you measure your contribution?
- How would you involve your colleagues?

Can you give an example of when you have provided a quality service? How do you measure this?

Describe how in your previous role you have changed practices that will improve service delivery.

- What was the issue/how was it identified?
- How did you gain involvement from all parties?
- How did you reach agreement as to what was required?
- What was the outcome?
- What did you learn?

Can you give us an example of a process you have to follow as part of your role?

- Why is it necessary to follow the procedure/process?
- What impact does that have?
- Are there any occasions where you had to deviate from the normal procedure? – Why?  
What was the outcome?

Can you tell me about a time when you identified a problem with the service and how you dealt with this?

- Why did you think it was a problem?
- What did you do?
- Who else did you involve, and why them?
- What was the outcome?

- How did this affect the other members of the team?
- How did this make you feel?
- What did you learn?
- What would you do differently?
- What was your initial feeling/reaction upon seeing the problem/issue?
- If the challenge was to a senior team member how did this make you feel?

Can you tell us about a time when you have used feedback to improve a situation you are currently involved in?

- What approach did you use?
- What were the key issues?
- Any difficulties?
- What did you learn?
- What would you do differently if you were in this situation again?

### **Can do**

Tell me about a time when you have made a positive impact

- What was your contribution?
- How did you know that you had made a positive impact e.g. on customers/colleagues?

Tell me about a time when you have identified a need for change

- What steps did you take once you identified the need?
- How did you follow this up?

Tell me about a time when you have had an idea to improve a service/outcome

- How did you raise your suggestion and with whom?
- How did you feel about suggesting change?
- What impact did you feel the change would have on the work of the Council?
- What did you learn from the process? i.e would you tackle it differently in the future?

Tell me about a time when you have acted on feedback

- What impact did this have on how you acted?
- How did it make you feel?

How would you ensure others comply with procedures/processes? OR

How would you encourage a culture of continuous improvement?

- What approach would you use?
- What are the key issues?
- Any difficulties?

Tell us about a time when you have recommended/suggested or implemented a change/service improvement/development...

- What happened/what was it?
- Who did you involve?
- What approach did you take – Why?
- What challenges did you have to overcome?
- What would you do differently next time?
- What was the impact on everyone?

### **One council, one team**

Give us an example of a work situation where you have involved other teams or agencies

- What were the difficulties?
- What was the outcome?
- What did you learn?
- Has it changed your practice?

Give an example of when you have involved your colleagues or another team in achieving the best outcome to a problem?

- Was there a difference of opinion – if yes, how did you resolve it?
- What was the situation – describe your approach
- What was the outcome?
- Did you receive feedback – if so, how would you use it to approach the situation differently?

### **Honesty and respect**

Can you give me an example of where you did something differently to meet a customers' needs?

- What was different?
- How did it make a difference to the individual?
- What feedback did you receive?

What is your understanding of respect? OR Can you give an example of when you showed respect to someone?

- How did it make you feel?
- How did it make the other person feel?
- How do you think you could show respect in this role?

How have you demonstrated respect for others in a previous role or your personal life?

- What prompted you to this action?
- What was the result?
- How did you feel speaking up at the time?

- How did you feel after?
- Did you get any feedback?

Tell me about a time when you had to give negative feedback to a colleague.

- How did you go about giving the feedback?
- Why was it important that you give the feedback?
- How did you feel giving the feedback?
- How do you think they felt?
- What was the outcome?

A customer with a history of violence is beginning to show aggressive behaviour towards you. How would you deal with this customer?

- What are the important things to consider?
- Why?
- Who else do you think it is appropriate to involve and why?

Can you tell us about a time when you felt that your opinions were not being respected/listened to by your colleagues?

- How did this make you feel?
- What did you do about it?

Why is honesty and respect so important within the workplace?

# INTERVIEW CHECKLIST

## APPENDIX F

This form is to be used by the recruiting manager to ensure that all the necessary actions are carried out at and post interview. Please return this form to HR together with all other documentation required after interview.

Job Title		Recruiting Manager		Interview Date	
-----------	--	--------------------	--	----------------	--

Section 1 – Information to be delivered to/asked of <u>ALL</u> candidates at interview (✓)	
1) Ask all agreed questions	
2) <b>Job Role</b> – explain the job role and ask if they can think of any reason/difficulty they may have in achieving standards required.	
3) <b>Employment History</b> – investigate and clarify any gaps in employment.	
4) <b>Terms &amp; Conditions</b> – state band/point/salary and explain to candidate upon joining the Council, under most circumstances, they would commence on the first point of the pay band.	
5) <b>Pay day</b> – salaries are paid on the 15 <sup>th</sup> of the month (or on the preceding day if the 15 <sup>th</sup> falls on a Saturday/Sunday or Bank Holiday). Payment will be made direct into their bank account.	
6) <b>Annual Leave/Bank Holidays</b> – leave will be based on their band and continuous local government service date (if they have any) and will be advised in their contract, plus 9 bank holidays (pro-rata).	
7) <b>Occupational Sick Pay</b> – entitlements are in accordance with continuous local government service date (if they have any)	
8) <b>DBS check</b> – if a DBS check is required, advise candidates of the level required. Further details will be provided by HR.	
9) <b>Pension</b> – all staff, including variable hours, will automatically join the Local Government pension scheme, if eligible. Anyone not eligible for LGPS but eligible for Auto Enrolment (aged 22 or over, under State Pension Age and earnings over current limit) will be enrolled into our Alternative Pension Scheme, which is the National Employment Savings Trust (NEST). Anyone can subsequently opt-out of either scheme.	
10) <b>Probation period</b> – all appointments will be subject to a 6 month probation period	
11) <b>References</b> – ensure candidates have provided full details of references including <b>email and contact numbers</b> (If appointed, missing information could delay the recruitment process) for the past 5 years, continuously, with employment and/or education references.	
12) <b>Questions?</b> – ask all candidates if they have any questions for the panel.	
13) <b>Decision on interview</b> – advise when and who will contact the candidates with the decision of the interview panel. Ask for a contact number you can use.	



Section 2 – Information to be collected from candidates if they have brought it with them to the interview	
14) <b>Verification of Right to Work, ID and Address</b> – original documents to be verified and copied.	
15) <b>Qualifications</b> – check original certificates and take copies, if applicable to post.	
16) <b>Professional Registration</b> – as above. Make sure you have a record of the registration number and expiry date.	
Section 3 – Decision made	
17) Telephone successful candidate to offer the post. State that the provisional offer is subject to satisfactory pre-employment checks. Outline process and next steps.	
18) Contact each unsuccessful candidate with the decision. Provide feedback on the process if requested using objective recruitment information acquired during the process.	
Section 4 – Post interview (same or next day)	
19) Complete HR5 with details of the successful candidate in order for the pre-employment checks to commence.	
20) Complete HR6 when all pre employment checks are confirmed to generate a contract for the successful candidate.	
21) Ensure all required documentation is sent to HR where it is retained for 6 months in a secure place, then destroyed.	

# REQUEST TO APPOINT ABOVE THE MINIMUM OF THE PAY BAND G

## APPENDIX

This form is to be used by the recruiting manager to request a candidate to be offered a salary above the minimum point of the pay band.

<b>Job Title</b>		<b>Recruiting Manager</b>	
<b>Candidate name</b>		<b>Interview Date</b>	
<b>Band</b>		<b>Points range</b>	
<b>Reason for requesting to appoint above the minimum of the pay band</b>			
<b>Recruiting Manager Signature</b>		<b>Date</b>	
<b>Service Director Signature</b>		<b>Date</b>	
<b>Decision</b>	Approved/ Not approved (please delete)	<b>Comments</b>	

Please return this form to [HRqueries@chesterfield.gov.uk](mailto:HRqueries@chesterfield.gov.uk) before the candidate is offered the requested salary.



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## Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>	
<i>Service Area:</i>	Digital, HR and Customer Services
<i>Section:</i>	HR
<i>Lead Officer:</i>	Kate Harley
<i>Date of assessment:</i>	04/21
<i>Is the policy, project, service, function or strategy:</i>	
<i>Existing</i>	<input checked="" type="checkbox"/> <input type="checkbox"/>
<i>Changed</i>	<input type="checkbox"/>
<i>New / Proposed</i>	<input type="checkbox"/>

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### Section 1 – Clear aims and objectives

<b>1. What is the aim of the policy, project, service, function or strategy?</b>
<p>1. The purpose of this recruitment and selection policy is to ensure we recruit:</p> <ul style="list-style-type: none"> <li>• The best possible candidates, on the basis of their relevant merits, to support the delivery of our corporate strategy;</li> <li>• In an equal and inclusive way that is consistent with employment legislation and good practice;</li> <li>• Through a process that supports the Council's values;</li> <li>• Positively promoting Chesterfield Borough Council as an employer of choice;</li> <li>• In a value-for-money way.</li> </ul>
<b>2. Who is intended to benefit from the policy and how?</b>
<p>The policy will benefit members of the public and existing Council employees who are applying for job vacancies and Council managers who are recruiting to vacant posts to ensure we use a business focused approach to recruitment, using a range of selection methods to identify the best person for the job, in the most time and cost efficient way, without compromising fairness, confidentiality or the Council's commitment to having a diverse workforce.</p>

### 3. What outcomes do you want to achieve?

Recruiting and selecting the best people is of paramount importance to the continued success of Chesterfield Borough Council. We want to constantly improve our performance as an organisation, to ensure we are doing all we can to protect and promote the interests of the communities we serve. To do this, we recognise we need to recruit from the widest possible talent pool and ensure we have the right balance of skills from our diverse communities.

#### 4. What barriers exist for both the Council and the groups/people with protected characteristics to enable these outcomes to be achieved?

Barriers can exist at every stage of the recruitment and selection process. We are committed to the Equality Act and employing people with a disability. Reasonable adjustments will be made to the recruitment and selection procedure to ensure that no-one is disadvantaged because of their disability. If a disabled person is appointed, reasonable adjustments will be made to the workplace, including premises & equipment, duties, practices or policies, where required. The Equality Act 2010 prohibits discrimination against people with the protected characteristics that are specified in section 4 of the Act.

#### 5. Any other relevant background information

The Recruitment and selection policy follows best practice and guidance from ACAS and CIPD, it also complies with the following Acts:

- Immigration, Asylum and Nationality Act 2006
- Equality Act 2010
- Data Protection Act 2018
- General Data Protection Regulation (2016/679 EU)
- Rehabilitation of Offenders Act 1974

## Section 2 – Collecting your information

#### 6. What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

The Council's Equalities Monitoring form forms part of the standard application form. Where an applicant has completed the required

information, these details will be recorded and are available for analysis. In accordance with legislation, the policy ensures that equalities monitoring information is not used when deciding who to take further into the application process.

The workforce profile can be used to identify imbalances in the workforce.

### Section 3 – Additional engagement activities

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7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?		
Date	Activity	Main findings
29/04/21	Consultation with trade unions	Meeting to discuss, amend and agree policy
29/04/21	Consultation with corporate leadership team	Meeting to discuss, amend and agree policy
June 2021	Submitted to Employment and General Committee	Meeting to discuss, amend and agree policy



## Section 4 – What is the impact?

**8. Summary of anticipated impacts.** *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Positive impact	Negative impact	No disproportionate impact
Age	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnant women and people on parental leave	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethnicity	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 9. Details of anticipated positive impacts.

- a) This policy is anticipated to have a range of positive impacts on a number of protected groups, in addition to a number of specific impacts detailed below. The following positive impacts to the overall community are anticipated to be:
- The aim of the policy is to select the best person for the role - All selection decisions will be justifiable and based on the fair, objective and consistent assessment of candidates against the skills, knowledge and experience required for the job.
  - Each opportunity to recruit is assessed with a view to promoting CBC employment initiatives and addressing any imbalances in the composition of the workforce.
  - The policy strengthens the Council's commitment to providing accessible information eg. through the use of plain language, alternative formats, translated material etc.
  - The policy ensures that the grade for any role is assessed using the Council's job evaluation process which is free from bias.

	<ul style="list-style-type: none"> <li>Consistent questions are asked during interviews to ensure a fair process.</li> <li>All recruiting managers will receive mandatory training in the new recruitment and selection policy including applying the competency framework.</li> <li>Application forms will be anonymised to remove bias on any grounds</li> </ul>
	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender <input type="checkbox"/> Marriage <input type="checkbox"/> Pregnancy <input type="checkbox"/> Sexual orientation <input type="checkbox"/> Ethnicity <input type="checkbox"/> Religion
b)	Increased opportunities for employment for people with disabilities, and redressing imbalances in the workforce.
	<input type="checkbox"/> Age <input checked="" type="checkbox"/> Disability <input type="checkbox"/> Gender <input type="checkbox"/> Marriage <input type="checkbox"/> Pregnancy <input type="checkbox"/> Sexual orientation <input type="checkbox"/> Ethnicity <input type="checkbox"/> Religion
c)	The policy strengthens the Council's commitment to providing accessible information eg. through the use of plain language, alternative formats, translated material etc
	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender <input type="checkbox"/> Marriage <input type="checkbox"/> Pregnancy <input type="checkbox"/> Sexual orientation <input checked="" type="checkbox"/> Ethnicity <input type="checkbox"/> Religion
d)	Ensuring that the process and requirement to disclose criminal convictions is appropriate and fair, and that applicants are aware of any requirement

## 10. Details of anticipated negative impacts.

a)	<i>Negative impact:</i>	Candidates with disabilities may have specific access needs, in terms of information and the interview process.
	<i>Mitigating action:</i>	<p>The policy ensures the Council's continued participation in the Disability Confident scheme which demonstrates our commitment to employing disabled people - disabled applicants are guaranteed an interview if they meet the essential criteria of the role.</p> <p>The policy ensures that candidates are asked if they require any reasonable adjustments to meet their access needs, and appropriate provision is then made.</p> <p>The policy strengthens the Council's commitment to providing accessible information eg. through the use of plain language, alternative formats, translated material etc.</p>

	<input type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
b)	<i>Negative impact:</i>		An unbalanced panel may make biased decisions					
	<i>Mitigating action:</i>		The policy requires that interview panels are gender balanced wherever possible. The policy ensures that the grade for any role is assessed using the Council's job evaluation process. Before filling a role, managers are asked to consider a variety of contract arrangements which are available, for example, part-time, variable hours, etc.					
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
c)	<i>Negative impact:</i>		Carers may be more likely to require flexible working arrangements					
	<i>Mitigating action:</i>		Before advertising a role managers should consider various contract arrangements which are available, for example, part-time, variable hours, etc.					
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

**11. Have all negative impacts identified in the table above been mitigated against with appropriate action?**

☒ Yes ☐ No

☐ N/A

*If no, please explain why:*

## Section 5 – Recommendations and monitoring

**12.** How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

The EIA has supported in developing the policy

**13.** How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

Equality monitoring of the workforce will continue

## Section 6 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	KATE HARLEY
	Date:	30/04/21
Reviewed by Policy Service	Name:	ALLISON POTTER
	Date:	19/05/21
Final version of the EIA sent to Policy Service	✓ <input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

## For publication

### Calculation of Tax Base 2022/23

<b>Meeting:</b>	Employment & General
<b>Date:</b>	24 <sup>th</sup> January 2022
<b>Cabinet portfolio:</b>	Leader
<b>Directorate:</b>	Finance

#### 1.0 Purpose of the report

- 1.1 To approve the Tax Base calculation for 2022/23.

#### 2.0 Recommendations

- 2.1 That the report for the calculation of the Council's Tax Base for the whole and parts of the area for 2022/23 be approved.
- 2.2 That pursuant to the report and in accordance with Local Authorities (Calculation of Tax Base) Regulations 1992 (as amended), the amount calculated by Chesterfield Borough Council as its Tax Base for the year 2022/23 shall be:

**Table – 2022/23 TAX BASE (Equivalent Number of Band 'D' Dwellings)**

	2021/22	2022/23	Increase / (Decrease)	
			No.	%
Chesterfield (whole area)	29,268.96	<b>29,858.12</b>	589.16	2.0
Staveley Town Council	4,243.38	<b>4,378.04</b>	134.66	3.2
Brimington Parish Council	2,408.75	<b>2,405.15</b>	-3.6	-0.1

### **3.0 Reasons for recommendations**

- 3.1 To fulfil a statutory requirement and to enable the Council Tax to be set later in the financial year.

### **4.0 Report details**

#### **4.1 Background**

The Local Authorities (Calculation of Tax Base) Regulations 1992 (as amended) require the Borough Council as Billing authority to calculate the Tax Base for the Borough and the Parishes and to notify the Major Precepting Authorities (Derbyshire County Council and Derbyshire Police Authority), and those Parishes which request it, by 31st January each year.

Section 84 of the Local Government Act 2003 amended the tax setting regulations so that the tax base calculation no longer has to be approved by the full council. The calculation of the tax base is a procedural matter which, should be delegated to a non-executive committee. The Council agreed (17<sup>th</sup> December 2003) to delegate the function to the Employment and General Committee.

The tax base represents the estimated full year equivalent number of chargeable dwellings in an area, expressed as the equivalent number of Band D dwellings. Or more simply, it is an estimate of how much income a Council Tax of £1 would raise.

#### **4.2 Calculation of the Tax Base**

The regulations mentioned at paragraph 4.1 prescribe the method of calculating the Tax Base and the statements at Appendices A, B, C and D show the Council's Tax Base calculation for the Whole Area, Chesterfield's non-parished areas, Staveley Town Council and Brimington Parish Council respectively.

The estimated collection rate was reduced in 2013/14 to 98.1% to reflect the increased difficulty of collecting small amounts from people affected by the changes to the council tax scheme. A review of collection rates has shown that this difficulty has decreased over time and it is now considered appropriate to work on the basis of a collection rate of 98.25%.

The overall Tax Base for 2022/23 at **29,858.12** (Appendix A) shows an increase of 589.16 or 2.0% on the 2021/22 Tax Base of 29,268.96.

The Tax Base for each of the parished areas is as follows:

- ♦ Staveley **4,378.04** – an increase of 134.66 or 3.2% on last year's tax base of 4,243.38 (Appendix C); &
- ♦ Brimington **2,405.15** – a decrease of 3.6 or 0.1% on last year's tax base of 2,408.75 (Appendix D).

## **5.0 Alternative options**

5.1 There are no alternative options.

## **6.0 Implications for consideration – Council Plan**

6.1 There are no Council Plan implications to consider in this report.

## **7.0 Implications for consideration – Financial and value for money**

7.1 Financial and value for money considerations are detailed in section 4.

## **8.0 Implications for consideration – Legal**

8.1 The tax base must be set between the 1<sup>st</sup> December and 31<sup>st</sup> January.

## **9.0 Implications for consideration – Human resources**

9.1 There are no human resource implications to consider in this report.

## **10.0 Implications for consideration – Risk management**

10.1 There are a number of significant risks inherent in any budget forecasting exercise. The most significant budget risk currently is the impact of Covid19 and the council's ability to collect Council Tax.

## **11.0 Implications for consideration – community wellbeing**

11.1 There are no community wellbeing implications to consider in this report.

## **12.0 Implications for consideration – Economy and skills**

12.1 There are no economy and skills implications to consider in this report.

## **13.0 Implications for consideration – Climate Change**

13.1 Individual climate change impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

## **14.0 Implications for consideration – Equality and diversity**

14.1 Individual equality and diversity impact assessments are not required for the budget process. These are included as part of the decision-making processes for specific spending options.

### **Decision information**

<b>Non Key decision number</b>	
<b>Wards affected</b>	<b>All</b>

### **Document information**

<b>Report author</b>	
Helen Fox - Head of Accountancy & Finance	
<b>Background documents</b>	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
<i>This must be made available to the public for up to 4 years.</i>	
<b>Appendices to the report</b>	
Appendix A	2022/23 Council Tax Base – Whole Area
Appendix B	2022/23 Council Tax Base – Chesterfield
Appendix C	2022/23 Council Tax Base – Staveley Town Council
Appendix D	2022/23 Council Tax Base – Brimington Parish Council







**2022/2023 COUNCIL TAX BASE - WHOLE AREA**

<b>BAND</b>	<b>A (Disabled)</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>TOTAL</b>
Number of Dwellings	0.00	26,804.00	10,373.00	6,286.00	3,927.00	2,016.00	579.00	224.00	23.00	50,232.00
<b>Less</b> Exempt/Demolished(classes B & D to W))	0.00	444.00	164.00	94.00	41.00	20.00	6.00	4.00	0.00	773.00
<b>Less</b> Council Tax Reduction scheme	15.89	5,516.21	757.96	223.62	79.38	21.36	4.74	0.25	0.00	6,619.41
<b>Less</b> Revised Exempt Class A & C discount (on 100% discount)	0.00	283.00	81.00	30.00	14.00	6.00	0.00	1.00	0.00	415.00
<b>Less</b> Disregards at 50% (including 50% for work related dwellings)	0.00	7.88	7.50	5.00	3.00	2.50	7.00	6.50	3.00	42.38
<b>Less</b> Single Person and Disregard Discounts at 25%	5.25	3,274.00	923.50	464.00	210.50	84.50	24.25	7.75	0.00	4,993.75
<b>Plus</b> Empty Homes Surcharge (50% addition)	0.00	66.00	14.50	6.00	1.00	0.50	0.50	1.00	0.00	89.50
Adjustment for Disabled Relief	62.00	-8.00	-5.00	-31.00	-4.00	-7.00	9.00	-6.00	-10.00	0.00
Adjustments for New Properties and anticipated changes in reliefs		148.10	119.14	100.29	43.97	28.25	18.98	-2.40	3.22	459.55
<b>Total for Band</b>	<b>40.86</b>	<b>17,485.01</b>	<b>8,567.68</b>	<b>5,544.67</b>	<b>3,620.09</b>	<b>1,903.39</b>	<b>565.49</b>	<b>197.10</b>	<b>13.22</b>	<b>37,937.51</b>
Multiplier	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	-
Band D Equivalent	22.70	11,656.67	6,663.75	4,928.60	3,620.09	2,326.37	816.82	328.50	26.44	30,389.94
Tax Base 2022/23 (on the basis of a 98.25% Collection Rate)	22.30	11,452.68	6,547.13	4,842.35	3,556.74	2,285.66	802.53	322.75	25.98	29,858.12

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## 2022/2023 COUNCIL TAX BASE - CHESTERFIELD

BAND	A (Disabled)	A	B	C	D	E	F	G	H	TOTAL
Number of Dwellings		18,559.00	8,478.00	4,954.00	3,293.00	1,849.00	550.00	207.00	16.00	37,906.00
<b>Less</b> Exempt/Demolished(classes B & D to W))		333.00	141.00	78.00	40.00	19.00	6.00	4.00	0.00	621.00
<b>Less</b> Council Tax Reduction scheme	9.41	3,880.33	632.21	156.28	67.26	20.41	3.67	0.25	0.00	4,769.82
<b>Less</b> Revised Exempt Class A & C discount (on 100% discount)		212.00	71.00	25.00	11.00	6.00	0.00	1.00	0.00	326.00
<b>Less</b> Disregards at 50% (including 50% for work related dwellings)		5.00	5.00	4.00	1.50	0.50	4.50	3.00	2.00	25.50
<b>Less</b> Single Person and Disregard Discounts at 25%	3.00	2,404.50	767.75	370.00	184.25	78.75	22.75	7.50	0.00	3,838.50
<b>Plus</b> Empty Homes Surcharge (50% addition)		37.50	12.50	5.50	1.00	0.50	0.00	1.00	0.00	58.00
Adjustment for Disabled Relief	36.00	10.00	-18.00	-16.00	0.00	-7.00	6.00	-6.00	-5.00	0.00
Adjustments for New Properties and anticipated changes in reliefs		131.00	96.10	76.40	7.27	22.70	18.30	-2.40	3.22	352.59
Total for Band	23.59	11,902.67	6,951.64	4,386.62	2,997.26	1,740.54	537.38	183.85	12.22	28,735.77
Multiplier	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	-
Band D Equivalent	13.11	7,935.11	5,406.83	3,899.23	2,997.26	2,127.33	776.22	306.41	24.44	23,485.93
Tax Base 2022/23 (on the basis of a 98.25% Collection Rate)	12.87	7,796.25	5,312.20	3,830.98	2,944.81	2,090.11	762.64	301.06	24.01	23,074.93

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## 2022/2023 COUNCIL TAX BASE - STAVELEY TOWN COUNCIL

BAND	A (Disabled)	A	B	C	D	E	F	G	H	TOTAL
Number of Dwellings		5,723.00	1,103.00	819.00	378.00	80.00	24.00	11.00	4.00	8,142.00
<b>Less</b> Exempt/Demolished(classes B & D to W))		58.00	10.00	9.00	1.00	1.00	0.00	0.00	0.00	79.00
<b>Less</b> Council Tax Reduction scheme	5.79	1,215.82	69.94	45.22	5.09	0.95	1.07	0.00	0.00	1,343.88
<b>Less</b> Revised Exempt Class A & C discount (on 100% discount)		45.00	5.00	4.00	3.00	0.00	0.00	0.00	0.00	57.00
<b>Less</b> Disregards at 50% (including 50% for work related dwellings)		1.50	1.50	0.50	0.00	1.00	0.50	1.00	1.00	7.00
<b>Less</b> Single person and Disregard Discounts at 25%	1.75	583.00	89.50	56.50	12.25	3.50	0.75	0.25	0.00	747.50
<b>Plus</b> Empty Homes Surcharge (50% addition)		23.00	0.50	0.50	0.00	0.00	0.50	0.00	0.00	24.50
Adjustment for Disabled Relief	18.00	-13.00	8.00	-9.00	-2.00	0.00	-1.00	1.00	-2.00	0.00
Adjustments for New Properties and anticipated changes in reliefs		17.10	18.10	20.00	10.70	1.95	0.00	0.00	0.00	67.85
Total for Band	10.46	3,846.78	953.66	715.28	365.36	75.50	21.18	10.75	1.00	5,999.97
Multiplier	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	-
Band D Equivalent	5.81	2,564.52	741.74	635.80	365.36	92.28	30.59	17.92	2.00	4,456.02
Tax Base 2022/23 (on the basis of a 98.25% Collection Rate)	5.71	2,519.64	728.76	624.68	358.97	90.66	30.06	17.60	1.97	4,378.04





## 2022/2023 COUNCIL TAX BASE - BRIMINGTON PARISH COUNCIL

BAND	A (Disabled)	A	B	C	D	E	F	G	H	TOTAL
Number of Dwellings		2,522.00	792.00	513.00	256.00	87.00	5.00	6.00	3.00	4,184.00
<b>Less</b> Exempt/Demolished(classes B & D to W))		53.00	13.00	7.00	0.00	0.00	0.00	0.00	0.00	73.00
<b>Less</b> Council Tax Reduction Scheme	0.69	420.06	55.81	22.12	7.03	0.00	0.00	0.00	0.00	505.71
<b>Less</b> Revised Exempt Class A & C discount (on 100% discount)		26.00	5.00	1.00	0.00	0.00	0.00	0.00	0.00	32.00
<b>Less</b> Disregards at 50% (including 50% for work related dwellings)		1.38	1.00	0.50	1.50	1.00	2.00	2.50	0.00	9.88
<b>Less</b> Single person and Disregard Discounts at 25%	0.50	286.50	66.25	37.50	14.00	2.25	0.75	0.00	0.00	407.75
<b>Plus</b> Empty Homes Surcharge (50% addition)		5.50	1.50	0.00	0.00	0.00	0.00	0.00	0.00	7.00
Adjustment for Disabled Relief	8.00	-5.00	5.00	-6.00	-2.00	0.00	4.00	-1.00	-3.00	0.00
Adjustments for New Properties and anticipated changes in reliefs		0.00	4.94	3.89	26.00	3.60	0.68	0.00	0.00	39.11
Total for Band	6.81	1,735.56	662.38	442.77	257.47	87.35	6.93	2.50	0.00	3,201.77
Multiplier	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	-
Band D Equivalent	3.78	1,157.04	515.18	393.57	257.47	106.76	10.01	4.17	0.00	2,447.99
Tax Base 2022/23 (on the basis of a 98.25% Collection Rate)	3.72	1,136.79	506.17	386.69	252.96	104.89	9.83	4.09	0.00	2,405.15

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## **EMPLOYER / TRADE UNION COMMITTEE**

**Monday, 8th November, 2021**

Present:-

Councillor P Gilby (Chair)

Councillor	J Innes	Councillor	A Serjeant
Kate Harley	Head of HR/L & D	Tony Devereux	Unison
Theresa	Service Director	Maria Slack	Unison
Channell	Finance	Lesley Waller	Unison
Huw Bowen	Chief Executive	Liam Rich	Unite
Ade McCormick	Executive Director		

\*Matters dealt with under the Delegation Scheme

### **67 APOLOGIES**

Apologies for absence were received from Andrew Fowler.

### **68 MINUTES**

The minutes of the meeting on 11<sup>th</sup> October 2021 were agreed as a correct record.

### **69 MATTERS ARISING FROM THE MINUTES**

No actions noted.

### **70 FINANCE UPDATE**

The Service Director for Finance presented an update to the committee on the Finance In Year position and the challenges still being experienced due to Covid around income from Leisure Services, car parks and events. A full report to Cabinet was expected in November.

Work was ongoing and management plans were in place to review non-essential spending, the use of resources and grants, as well as looking at efficiencies across the organisation to maximise income.

**RESOLVED –**

That the update be noted.

## **71 ORGANISATIONAL DEVELOPMENT UPDATE**

The Executive Director presented an update to the committee on the progress of the Organisational Development Team and PMO Development.

It was noted that OD were working with Service Directors to shape the OD plan by understanding programmes for change over the next 2-4 years, working collaboratively to engage teams in the building of individual OD plans for their service area.

Cross cutting themes were said to include new ways of working, Asset Management, Customer Access, ICT & Digital Improvement, Climate Change, Communications & Engagement.

Next steps included One Council, One Team plans to be shared in December and resources were to be identified to support delivery of benefits realisation.

### **RESOLVED –**

That the update be noted.

## **72 RESOURCES TASK AND FINISH GROUP UPDATE**

The Head of HR & L & D presented an update to the committee on behalf of the Resources Group.

It was noted that the group had continued to meet weekly and work on CO2 monitoring was progressing well. Guidance was being simplified and updated regularly.

Numbers of staff isolations and positive cases were growing month on month, with October seeing 157 isolations and 33 positive cases but there were no more RIDDOR reportable cases.

Chesterfield Covid rate of 619/100k was said to be the highest in the County and pressure remained on Chesterfield Royal Hospital with 37 covid patients and a full ITU.

### **RESOLVED –**

That the update be noted.

## **73 PEER REVIEW HEADLINES**

The Chief Executive provided an update to the committee on the Peer Review Challenge carried out in October.

It was noted that the review had looked at 5 core areas, Understanding of the local place and priority setting, Leadership of Place, Financial Planning & Viability, Organisational Leadership & Governance and Capacity to Deliver. A further two areas had also been included in the review, ICT Improvement and Community Engagement.

The draft report findings were expected this week.

**RESOLVED –**

That the update be noted.

**74     IIP TIMELINE**

The Head of HR & L & D presented an update to the committee on the submission for Investors in People.

A bulletin was to be shared via Aspire celebrating the achievements of the last 3 years with the IIP Survey to be issued to all staff next week. The anonymous survey will be open for 3 weeks and the Assessor would review the results in December.

**RESOLVED –**

That the update be noted.

**75     DJCC FEEDBACK**

No feedback was provided.

**76     ANY OTHER BUSINESS**

A question was asked by the member for Unison regarding feedback on the DMA pilot. The Chief Executive noted that work was still ongoing and further details would follow.

A question was then asked by the member for Unite regarding the review of T&C's in housing property services. The Chief Executive noted that any further details would follow in due course.

**RESOLVED –**

That the updates be noted.

**77      DATE AND TIME OF THE NEXT MEETING**

The next meeting of the committee would take place on Monday 13<sup>th</sup> December 2021 at 9.30am.

## **EMPLOYER / TRADE UNION COMMITTEE**

**Monday, 13th December, 2021**

Present:-

Councillor Serjeant (Chair)

Kate Harley	Head of HR/L & D	Councillor	J Innes
Theresa	Service Director	Tony Devereux	Unison
Channell	Finance	Maria Slack	Unison
Huw Bowen	Chief Executive	Paula Stephens	Unite
Ade McCormick	Executive Director	Liam Rich	Unite

\*Matters dealt with under the Delegation Scheme

### 78 **APOLOGIES**

Apologies for absence were received from Councillor P Gilby, Andrew Fowler and Lesley Waller.

### 79 **MINUTES**

The minutes of the meeting on 8<sup>th</sup> November 2021 were agreed as a correct record.

### 80 **MATTERS ARISING FROM THE MINUTES**

The Executive Director gave an update on the question that had been raised regarding feedback on the DMA pilot. It was noted that a meeting had been held with Trade Unions and details had been shared for comments.

### 81 **FINANCE UPDATE**

The Service Director for Finance presented an update to the committee on the MTFP latest position. The Report was the first phase of the draft MTFP and acknowledged there was further work to do to have a balanced and financially sustainable medium term with the financial impact of covid / risk of further restrictions.

Estimates assumed that the current local government funding regime would remain unchanged and the Report recognized that the distribution of this funding would be critical in determining the outcome of the outcomes of the Council's individual settlement.

A summary was provided of the General Fund revenue 2021/22 in year position with a revised forecast gap period 6 stated as £355k. Work was said to be ongoing to forecast a balanced position in year with continued monitoring of the financial position and identification of areas where spending could be contained and income maximised.

Further details were presented around the delivery of existing changes, options for addressing the gap, new savings proposals and Organisational Development strategy.

Provisional Settlement was expected next week and it was assumed no Revenue Support Grant (previously £444k) and no assumption of New Homes Bonus based on government indications.

A breakdown of Reserves was provided with £1.5m General Fund Working Balance identified and it was noted that a full review of reserves would be undertaken and risk assessed for the February report as part of the S151 statement on the adequacy of reserves and the robustness of the estimates.

Next steps were said to include MTFP to Cabinet in December, HRA rent setting and service charges/ collection fund to Cabinet in January and Final MTFP report (capital/ TM/ HRA/ GF) and Council Tax Setting to Cabinet in February.

#### **RESOLVED –**

That the update be noted.

### **82 HUMAN RESOURCES UPDATE**

The Head of HR/L & D presented the new Call Monitoring policy and the revised Whistleblowing policy to seek committee agreement to the implementation of both these policies once approved by Employment & General.

The member for Unison welcomed the policies and requested a further week to review and provide any feedback.

#### **RESOLVED –**

That the policies be supported and that they be submitted to the Employment and General Committee for formal approval.

### **83 CALL MONITORING POLICY**

See HR Update.

### **84 WHISTLEBLOWING POLICY**

See HR Update.



## 85 **ORGANISATIONAL DEVELOPMENT UPDATE**

The Executive Director presented an update to the committee on the continued development of the Organisational Development programme with emerging themes stated as Customer Access, Corporate Resources, New Ways of working and ICT Improvement.

It was noted that working with service directors and managers and engaging with staff would determine what should be incorporated into each of these strategic areas of work, with the Council Plan and core values being key.

Immediate programmes of work were continuing with key areas noted as IIP assessment being underway with over 40% completion rate on survey, reshaping of services in Housing, Customers, Revenues and Benefits and Environment, Resources (Covid 19) and Programme Management Office.

Key points for ICT Improvement were

- 9 service areas now using Salesforce
- £283K savings on track to be achieved in year
- 44% reduction in complaints
- 7% reduction in calls to the contact centre
- 68% drop in visits to the Customer Services centre
- 17,600 people now registered on My Chesterfield
- Quarter 3 2021 Website accessibility - 5th out of 390 councils in the rankings, 2018 score = 1/10, 2021 score = 9.3/10

Engagement of everyone in the process had been achieved by cross cutting OD programmes for Culture & Employee Engagement initiatives, collaboratively working alongside Service Directors to build the individual OD plans for their service area and for service area plans to be focussed on delivering OD Outcomes.

Next steps included plans to be shared after development with Service Directors & Corporate Leadership Team, present plans for consideration to members and Council, OD Plan being developed in line with MTFP, resources to be identified / established to support delivery and benefits realisation and work with Finance Director on setting annual timelines/framework on delivering plans.

### **RESOLVED –**

That the update be noted.

## 86 **COVID UPDATE**

The Head of HR/L & D presented an update to the committee on the latest Covid 19 position.

October and November had seen an increase in isolations from 157 to 160 but positive cases remained steady at 33 and 27. There had been 2 RIDDOR reportable cases in November and figures for December showed 40 isolations and 8 positive cases to date.

Guidance remained with regards to working from home where possible, face coverings, distancing, hand washing and ventilation. The public were now required to wear face coverings in more areas and work was underway to look out for omicron isolations which would require close contacts to isolate for 10 days. Support was to continue for staff to get boosters in work time if required.

The member for Unison raised a question to the committee around face coverings being worn in leisure areas. The Chief Executive advised the wearing of face coverings should be encouraged in communal areas and potential next steps could be reviewed in the Resources Group.

#### **RESOLVED –**

That the update be noted.

#### **87 DJCC FEEDBACK**

No feedback was provided.

#### **88 ANY OTHER BUSINESS**

The Chair of the committee thanked the Head of HR/L & D for their hard work and great support they have provided to this committee.

#### **89 DATE AND TIME OF THE NEXT MEETING**

The next meeting of the committee would take place on Monday 17<sup>th</sup> January 2022 at 9.30am.

## **COUNCIL HEALTH AND SAFETY COMMITTEE**

**Tuesday, 30 November, 2021**

Present:-

Ade McCormick (Joint Chair)

Councillors	Barr Blank	Councillor	P Niblock K Falconer
Vanessa Watson	Housing	Karen Knight	Unison
Donna Reddish	Service Director - Corporate	Paul Longley	Unison
Heather Spink	HR	Liam Rich	Unite
Marc Jasinski	H&S Advisor	Derek Skinner	Digital Project Manager
Rachel O'Neil	Service Director - Digital, HR & CS	Kim Walsh	Housing
		Nick Bates	Waste Procurement

\*Matters dealt with under the Delegation Scheme

### **23 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors J Innes and Caulfield, Ian Waller, Andrew Fowler, Theresa Channel and Neil Johnson.

### **24 MINUTES OF THE MEETING HELD ON 11TH AUGUST 2021**

The minutes of the meeting on 11<sup>th</sup> August 2021 were agreed as a true record.

### **25 MATTERS ARISING FROM THE MINUTES**

There were no matters arising from the minutes.

### **26 UPDATE ON STAFF CAUTION LIST**

The Digital Project Manager presented an update to the committee on the Staff Caution List (SCL) which detailed the project overview, actions taken and training delivered.

The project commenced on 3 May 2021, with project and steering groups set up to deliver within set governance.

Actions included the removal of multiple versions of SCL information, removal of incidents delays in approval and ensuring cautions on the SCL remained relevant.

Consideration was also made to allow CBC employees to access SCL through Salesforce whilst mobile and for third parties to request access to SCL for red/green flags.

In addition, unreasonable complainant policy applied (UCPA) was to be shown in SCL, along with caution within 200m of the address and an audit log with notifications introduced.

Multiple training courses dependant on access required were identified and training was planned to run from 22 November to 10 December.

The Housing Officer then gave an online demonstration on how the SCL worked and how it was accessed by both CBC and third party employees.

## 27 **MANAGEMENT TEAM REPORTS**

Written reports were submitted by members of the Council's Corporate Management and Senior Leadership Teams to update the Committee on health and safety matters from their service areas during the previous quarter.

The reports provided information on workplace inspections, specific incident investigations, training and communications.

The key points raised from the reports were as follows:

### Corporate

- Monthly health and safety office inspections carried out in September with key findings related to trip hazards, disposal of broken equipment and PAT testing out of date
- Joint health and safety inspection with trade unions took place on 4 October with findings to be reported next quarter
- Zero accidents reported and one incident of a Covid 19 confirmed case which following investigation was identified as non-work related
- 100% PDR completion rate for 2021/22
- Zero outstanding training elements were reported at the end of Q3
- Directorate Management Team meetings programmed for the year
- Directorate DJCC meetings programmed for the year
- Tier 4 recruitment now complete with Health, Safety & Risk Manager role now filled and successful applicant due to commence in January 2022

### Finance

- Six monthly office inspections had been re-instated from October 2021
- All risk assessments were re-visited in July 2021 and had been confirmed as up to date
- One incident reported of an employee off for 2 weeks with work related stress. Since return to work the new stress questionnaire was issued for completion and referral to occupational health was in progress
- Online training was largely up to date with only 1 outstanding element
- Team meetings were ongoing with various areas discussed including DSE assessments, working from home, keeping windows open, Covid 19 precautions, employee helpline, mental health and lateral flow tests
- Directorate DJCC meetings programmed for the year

### Economic Growth

The Service Director was unable to attend the committee but the key points in the report were as follows

- Six monthly joint health and safety inspection was carried out on 15 October 2021
- An annual inspection was to take place at the end of October 2021 with results to be shared in Q4 report
- Risk assessments confirmed as up to date and under continual review
- No accidents / incidents had been reported
- Online training was largely up to date with just 3 courses outstanding in Q3 and 1 refresher course
- Woodhead had continued with the construction of Northern Gateway Enterprise Centre on the Holywell Cross and the Health and Safety Committee were due to visit the site on 15 October 2021 with an update to Committee expected in Q4
- Danaher and Walsh had completed the public realm works Elder Way and Packers Row was to start after Christmas
- Work was underway on Sheffield Road to deliver a new facility for Jewson with the project on programme for 4 February 2022
- Property and Technical Services had continued to be challenged for capacity and were currently finalizing a draft new structure

### Housing

- Investment and Assets Town Hall G28 joint inspection was completed in September
- Weekly health and safety inspections have been carried out by team leaders on all work areas
- All risk assessments were being revised in line with current government guidelines and council policy

- 33 Incidents reported in quarter including cases of verbal abuse and positive Covid 19 cases
- Continued compliance on online training has been seen but push continues to clear outstanding training elements
- A review was being undertaken of the health and safety practices at the Stonegravel Depot
- Housing inspections have recommenced in a Covid safe manner
- Stress risk questionnaires are being completed by all staff
- Staff are reminded at all team meetings and 121's of support available from the Employee Support Service and Mental Health first aiders
- Staff are being encouraged to take 2 X lateral flow tests per week

### Leisure, Culture and Community Wellbeing

The Service Director was unable to attend the committee so members were asked to review the full report and share any questions arising with the Executive Director.

### Digital, HR and Customer Services

- Joint quarterly inspection completed in September
- Annual health and safety tour to be completed in Q4
- Risk assessments were being reviewed in Customers, Revenues and Benefits
- All other service areas had up to date risk assessments
- One incident of a Covid related reportable case in the quarter. Learning related the case to behaviours so managers' briefings updated to highlight to all staff
- IOSH managing safely training course has been requested for all CRB service managers
- Counter terrorism training was being scheduled for CRB employees

## 28 **FUTURE REPORTING REQUIREMENTS**

An action was taken for all Service Directors to provide one piece of supporting evidence with all future quarterly reports. This could be anything related to the health and safety reporting, for example a risk assessment, an office inspection report or training log.

**RESOLVED** – That the action be noted.

## 29 **INCIDENT/ACCIDENT INFORMATION**

The Corporate Health and Safety Advisor presented a report on the number of incidents/accidents over the period 1<sup>st</sup> July to 30<sup>th</sup> September 2021. The number of

incidents reported for the quarter was 61 which was an increase of 16 on the previous quarter. It was reported that this increase was not unexpected following the easing of restrictions as more Council premises re-opened and more employees returned to the workplace.

There had been 1 RIDDOR reportable incident over the quarter and 1 lost time incident where an accident had led to an injury that resulted in the employee taking time off work.

It was noted for a second quarter that not all returns to work had been reported on the SHE system and omissions of data were still being seen. A further reminder for team managers to complete this stage should be issued by Service Directors and any training needs identified.

A member asked if incidents of verbal / physical abuse were all reported to the police. The Corporate Health and Safety Advisor confirmed that all physical incidents were reported to the police, but not all verbal abuse was dependant on the type or level of abuse.

## 30

### **OCCUPATIONAL ILL HEALTH STATISTICS**

The Human Resources Business Partner presented a report detailing the occupational ill health statistics for the quarter 1<sup>st</sup> July to 30<sup>th</sup> September 2021.

It was noted that Q3 had seen an increase in the number of occurrences of self-isolation as a result of COVID-19 with a total of 217 periods of isolation between 1<sup>st</sup> July 2021 and 30<sup>th</sup> September 2021 which was more than quadrupled since the previous quarter. More than 60% of isolations as a whole during this quarter were as a result of either the employee's household members and/or support bubble members displaying symptoms, or via Test & Trace as a result of close contact with a positive case.

Support continues for employees that have been absent following a positive test result with phased returns, as exhaustion is apparent after contracting the virus and a gradual introduction into the workplace supports employees in coming back to working life.

The average days lost per occurrence for MSK within the quarter is 21 days, with 5.5% of days lost being work-related.

The most common reason for absence and most days lost in Q3 that had been categorised as 'work related' was 'stress/anxiety/depression/mental health' accounting for 32% of all days lost to sickness absence.

To support staff HR continue to work closely with Line Managers to monitor sickness absence, promote the newly introduced Mental Health First Aider programme, the Employee Assistance Programme and ensure the relevant support mechanisms are in place to support employees returning to work.

Sickness absence reasoning related to operations remained high with many staff having planned operations that had been delayed by Covid 19.

Overall, the number of days lost for the quarter had increased by 17%. An increase in long term sickness had an impact on the number of days lost with staff carried into Q3 from Q2 having an impact on overall figures.

## **31 CORONAVIRUS STAGE 4 WORKING OPS/ARRANGEMENTS**

The Executive Director presented an update from the Resources Response and Recovery Group detailing the National Covid position and the Local Covid position.

It was noted that current actions for CBC / Resources Group included CBC retaining 'Covid-secure' office based guidance/risk assessments, Council taking a cautious approach to reviewing future Covid H&S arrangements, staff who can work from home, should continue to do so, and staff who come into the workplace should follow existing H & S arrangements.

Actions were said to be underway with regards to both external and internal comms around the need to wear face coverings in light of the latest "Omicron" variant.

The Resources Group focus remained on ventilation and CO2 monitoring, test and trace and case investigation.

Next steps were said to include the CLT reviewing longer term requirements / arrangements / resourcing of Resources Group, keeping a close eye on emerging stats and info regarding Covid 19 and the new strain "Omicron" and continuing to work with CBC services and staff to ensure appropriate H&S measures are in place.

It was also noted that the new Strategic Health & Safety and Risk Manager would join from early January 2022.

## **32 UPDATE FROM HEALTH AND SAFETY FORUM**

The Corporate Health and Safety Advisor presented an update of the work of the Health and Safety Forum and its role to look at specific issues, prioritise actions and ensure compliance against all requirements.

It was noted that current focus was on Asbestos Management for both Domestic and Non-Domestic premises. The Service Director for Corporate confirmed that a draft policy and draft management guidelines were to be shared with the CLT and next steps were to report back to the next Health and Safety Committee in February 2022.



**33      DATE AND TIME OF THE NEXT MEETING**

The next meeting of the Committee would take place on Wednesday 16 February, 2022 at 9.30am.

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