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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Personnel Committee
Date: Wednesday 15 March 2023
Time: 10.00 am
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Jason Slaymaker (Chairman)

Councillor Andrew Beere
Councillor Gemma Coton
Councillor Lynn Pratt
Councillor Les Sibley
Councillor Douglas Webb

Councillor Simon Holland (Vice-Chairman)

Councillor Ian Corkin
Councillor Fiona Mawson
Councillor Chris Pruden
Councillor Amanda Watkins
Councillor Barry Wood

AGENDA

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

5. **Minutes** (Pages 5 - 10)

To confirm as a correct record the Minutes of the meeting of the Committee held on 31 January 2023.

6. **Chairman's Announcements**

To receive communications from the Chairman.

7. **Policy Updates** (Pages 11 - 48)

Report of Chief Executive

Purpose of report

To seek approval from the Personnel Committee on proposed changes to existing HR policies.

Recommendations

The meeting is recommended:

1.1 Officers recommend the committee reviews and approves the following policies for implementation:

- Corporate Health, Safety and Wellbeing Policy
- Probation Policy
- Honorarium Policy

8. **Equalities, Diversity and Inclusion (EDI) Action Plans** (Pages 49 - 66)

Report of Assistant Director – Customer Focus

Purpose of report

To seek the committee's views on the draft action plans for delivering the council's equality, diversity and inclusion commitments for creating an inclusive workplace, which are set out in its Equalities Framework, Including Everyone.

Recommendations

The meeting is recommended:

1.1 To review the draft action plan for an Inclusive Workplace and provide comments for the Executive Committee to consider at its April meeting.

1.2 To recommend to the Executive Committee that there is a delegation of authority to the Assistant Director for Customer Focus to make minor amendments to the agreed Inclusive Workplace Action Plans in consultation with the portfolio holder and Chair of the EDI working group

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221534 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Aaron Hetherington, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221534

Yvonne Rees
Chief Executive

Published on Tuesday 7 March 2023

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Cherwell District Council

Personnel Committee

Minutes of a meeting of the Personnel Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 31 January 2023 at 2.30 pm

Present:

Councillor Jason Slaymaker (Chairman)
Councillor Andrew Beere
Councillor Ian Corkin
Councillor Gemma Coton
Councillor Fiona Mawson
Councillor Lynn Pratt
Councillor Chris Pruden
Councillor Amanda Watkins
Councillor Barry Wood

Substitute Members:

Councillor George Reynolds (In place of Councillor Douglas Webb)

Also Present:

Councillor Sandy Dallimore

Apologies for absence:

Councillor Simon Holland
Councillor Les Sibley
Councillor Douglas Webb

Officers:

Claire Cox, Assistant Director Human Resources
Susan Blunsden, HR Manager
Andrew Low, Assistant Director Property Interim
Mandy Targett, HR Business Partner
Anna Thornicroft, Trainee HR Business Partner
Emma Faulkner, Principal Officer - Scrutiny and Democratic Lead

Officers Attending Virtually:

Yvonne Rees, Chief Executive
Stephen Hinds, Corporate Director Resources

28

Declarations of Interest

There were no declarations of interests.

29 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

30 **Urgent Business**

There were no items of urgent business.

31 **Minutes**

The Minutes of the meeting of the Committee held on 17 November 2022 were confirmed as a correct record and signed by the Chairman.

32 **Chairman's Announcements**

The Chairman made two announcements:

1. Welcomed Mandy Targett and Anna Thornicroft from the HR Team to the meeting.
2. Thanked the members of the Committee involved in the Equality, Diversity and Inclusion working group, and advised the Committee that a substantive update on the work would be given at the next meeting.

33 **Policy Updates**

The Committee considered a report from the Chief Executive that sought approval on proposed changes to existing HR policies.

In introducing the report, the Assistant Director of Human Resources explained that the HR team were systematically working through all policies and refreshing them where required, to simply and make them more user friendly.

The Assistant Director of Human Resources advised the Committee that the Employee Code of Conduct and Statutory Officer Disciplinary and Dismissal Procedure had been reviewed by the Monitoring Officer and external solicitors, and all were happy with the proposed amendments.

In response to questions from the Committee, the Chief Executive explained that there was not a working from home policy, but an agile working framework of 10 principles that all staff were aware of and expectations of the organisation were regularly referred to at all staff briefings.

It was proposed by Councillor Ian Corkin and seconded by Councillor Lynn Pratt that the policies be approved for implementation.

Resolved

- (1) That the following policies be approved for implementation:
- Annual Leave and Bank Holiday Policy
 - Compassionate Leave Policy
 - Court Attendance Policy
 - Employee Code of Conduct
 - Statutory Officer Disciplinary and Dismissal Procedure

34

Gender Pay Gap

The Committee considered a report from the Chief Executive that detailed the Gender Pay Gap as at 31 March 2022.

The Assistant Director of Human Resources explained to the Committee that the council were required to report gender pay gap findings to central Government and publish a report on the council's website by 30 March 2023.

The gender pay gap for the council stood at 1.64% at March 2022, or 29p an hour. This was an increase from the 2021 figure, but was still considerably lower than the national public sector pay gap of 13.6%.

In response to questions from the Committee the Assistant Director of Human Resources confirmed that following recent recruitment the position at the end of March 2023 could be different.

Resolved

- (1) That the Gender Pay Gap report be noted.

35

Workforce Profile Statistics

The Committee considered a report from the Chief Executive that detailed workforce profile statistics as at quarter two of 2022/23.

The Assistant Director of Human Resources explained that overall headcount of staff had increased during quarter three compared to quarter two, and there had been eight fewer leavers.

Regarding sickness absence, covid remained the highest reason for absence. In response to queries, the Assistant Director of Human Resources assured the Committee that any sickness absence involving stress was referred to occupational health partners for support, regardless of whether the stress was work related or personal.

Further to the quarter two update, the Assistant Director of Human Resources explained that the overall percentage of sensitive data held had increased to 75.86% of the organisation, an improvement of over 26%. The HR Team continued to engage with all staff to gather the requested information.

In response to queries from the Committee, the Assistant Director of Human Resources confirmed that officers could choose not to provide their sensitive data to HR if they preferred, as it was not a legal requirement for the council to collect the data.

Regarding the apprenticeship levy and the possibility of qualifying employers 'passporting' elements of their levy to other organisations, the Assistant Director of Human Resources advised that she would take the query away to find out more information and report back after the meeting.

Resolved

- (1) That the workforce data for Quarter 3 of 2022/23 be noted.

36 **Exclusion of the Public and Press**

Resolved

- (1) That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act.

37 **Property Restructure**

The Committee considered an exempt report from the Corporate Director – Resources, that provided consultation feedback and proposed next steps in relation to the proposed restructure of the Property team.

Speaking in her capacity as Portfolio Holder for Property, Councillor Lynn Pratt advised the Committee she was delighted to see the report presented for approval.

In response to queries from the Committee the Interim Assistant Director – Property explained that the restructure would provide more resource for responsibilities that were back in-house with the council following the decoupling with Oxfordshire County Council.

It was proposed by Councillor Lynn Pratt and seconded by Councillor George Reynolds that the business case and consultation notes be noted, and that implementation of the new structure be approved.

Resolved

- (1) That the business case and consultation notes be noted.
- (2) That implementation of the new structure be approved.

The meeting ended at 3.22 pm

Chairman:

Date:

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Cherwell District Council

Personnel Committee

15 March 2023

Policy Updates

Report of Chief Executive

This report is public.

Purpose of report

To seek approval from the Personnel Committee on proposed changes to existing HR policies.

1.0 Recommendations

The meeting is recommended:

- 1.1 Officers recommend the committee reviews and approves the following policies for implementation:
 - Corporate Health, Safety and Wellbeing Policy
 - Probation Policy
 - Honorarium Policy

2.0 Introduction

- 2.1 The policies outlined above are the second tranche of policies officers are bringing to Personnel Committee for approval as HR systematically work through and refresh all HR-related policies.
- 2.2 UNISON are also provided with these documents for review and comment. Any feedback received will be shared at the Personnel Committee ahead of these policies being approved.

3.0 Report Details

- 3.1 The approach officers are taking to review all HR policies is to prioritise those needed to reflect changes in legislation and or work practices.
- 3.2 The aim of the review was to simplify the content where possible, removing any unnecessary information and ultimately making them more user friendly for managers and employees to understand and follow them.
- 3.3 The table in Appendix 1 gives an overview of all the proposed changes for each policy.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Officers have updated the policies attached to this report to reflect current legislation and good practice but also to make them much more user friendly and attractive for existing and potential employees. For these reasons officers recommend the committee approves the revised policies.

5.0 Consultation

- 5.1 Unions are consulted on the policies.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The alternative option would be to continue with the existing policies however officers have rejected this as the policies would not reflect current legislation or the Council's objectives of being an attractive, modern employer.

7.0 Implications

Financial and Resource Implications

- 7.1 In order to mitigate risk it is important that the Council operate with up-to-date policies. The update to these policies are anticipated to be minor and will be managed within existing budgets, as is currently the case.

Comments checked by:

Leanne Lock Strategic Finance Business Partner,
leanne.lock@cherwell-dc.gov.uk, 01295 227098

Legal Implications

- 7.2 This is in accordance with the programme for reviewing policies. There are no legal implications.

Comments checked by:

Shiraz Sheikh, Assistant Director of Law, Governance and Democratic Services and Monitoring Officer, Shiraz.Sheikh@cherwell-dc.gov.uk

Risk Implications

7.3 There are no risk management implications arising directly from this report.

Comments checked by:

Shona Ware, Assistant Director – Customer Focus, 01295 221652

shona.ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

7.4 There are no EDI implications arising from this report. Officers have considered EDI implications in suggesting changes to the policies to ensure the council meets its statutory responsibilities under the Equality Act and the commitments in its equalities framework 'Including Everyone'. The policies also allow for some flex so they can be adapted to suit the situation and specific circumstances. Furthermore, the policies are regularly reviewed and updated to ensure they remain fit for purpose so any future EDI implications can be captured and mitigated against.

Comments checked by:

Shona Ware, Assistant Director – Customer Focus, 01295 221652

shona.ware@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision N/A

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor

N/A

Document Information

- Appendix 1 – Overview of changes to each policy
- Appendix 2 –Corporate Health, Safety and Wellbeing Policy
- Appendix 3 – Probation Policy
- Appendix 4 – Honorarium Policy

Background papers

N/A

Report Author and contact details

Claire Cox, Assistant Director of Human Resources

Claire.Cox@cherwell-dc.gov.uk

01295 221549

Document	Outline of changes
Corporate Health, Safety and Wellbeing	<ul style="list-style-type: none"> • Following the internal audit and appointment of the new Health and Safety Manager the Policy has been reviewed to reflect recent changes in the roles and responsibilities of the Chief Exec, Health and Safety Champion and their Assistant Champion.
Probation	<ul style="list-style-type: none"> • General tidy up. • Opportunity for extension to probation of up to 3 months with clear direction
Honorariums	<ul style="list-style-type: none"> • General tidy up •

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Appendix 2



Corporate Health, Safety and Wellbeing Policy

March 2023

DOCUMENT CONTROL

Organisation(s)	Cherwell District Council (CDC)
Policy title	Corporate Health, Safety and Wellbeing
Owner	Health and Safety
Version	1.0
Date of implementation	16 March 2023

DOCUMENT APPROVALS

This document requires the following committee approvals:

Committee	Date of meeting pending approval
CDC Personnel Committee	15 March 2023

DOCUMENT DISTRIBUTION

This document will be distributed to all employees of Cherwell District Council.

DATE FOR REVIEW

No later than 16th March 2026 but sooner if impacted by legislative changes.

REVISION HISTORY

Version	Revision date	Summary of revision

Contents

Introduction	4
Health and Safety Policy Statement	6
Organisation for Health, Safety and Wellbeing	7
Health, Safety and Wellbeing Management System.....	7
Roles and Responsibilities for Health, Safety and Wellbeing	8
Managers, Supervisors and Team Leaders are responsible for:.....	12
General Arrangements	15
Corporate arrangements and guidance (corporate level)	15
Local health and safety arrangements/procedures (service/team level)	16
Health and Safety Communication	16
Health and Safety Consultation	16
Health and Safety Training/Competence	16
Monitoring and Review	17
Auditing the Management System – Corporate level.....	18
Auditing the Management System – Directorate level	18

Introduction

This Policy outlines the framework developed by Cherwell District Council to manage health, safety and wellbeing. The policy is a declaration of the Council's commitment to provide, so far as is reasonably practicable, safe and healthy conditions for employees and persons other than employees who use or visit the Council's premises, or who may be affected by its activities.

Each directorate will develop more detailed and specific systems and procedures to ensure that health, safety and wellbeing on a day-to-day basis is adequately managed. The management systems required to manage health, safety and wellbeing should be kept proportionate to the level of risk within directorates.

Managers have an important role to play in supporting and implementing the Corporate Health, Safety and Wellbeing Policy. We expect the Senior Leadership Team to lead by example on the policy and ensure that health, safety and wellbeing is fully integrated into day-to-day decision making, strategic planning and processes as 'business as usual' not a stand-alone concept.

Cherwell District Council will establish and adopt procedures to ensure that health, safety and wellbeing objectives and priorities are monitored and delivered to a high standard and that a pro-active culture to health, safety and wellbeing is maintained throughout.

The policy has been produced as required by Section 2 (3) of the Health and Safety at Work etc. Act 1974 to clearly identify the responsibilities of Elected Members, the Chief Executives, Directors, Assistant Directors, Managers and employees. The purpose of the Policy is to demonstrate that the Corporate Leadership Team of Cherwell District Council are totally committed to the health, safety and wellbeing of all employees and persons other than employees that are affected by its activities.

The Chief Executive may delegate responsibilities to Directors, Assistant Directors and Managers. However, the Chief Executive retains the overall accountability and responsibility.

This Policy is set out in four parts:

Policy Statement

The Chief Executives and Leaders of the Councils corporate declaration of intent on behalf of Cherwell District Council

Organisation

The management system in place and the defining of roles and responsibilities within the organisation

General Arrangements

The corporate procedures and systems necessary for implementing the policy.

Monitoring and Review

The system for measuring the effectiveness of the arrangements and for reviewing health and safety performance.



Yvonne Rees
Chief Executive
Cherwell District Council

Health and Safety Policy Statement

Cherwell District Council (CDC) as the employer recognises the importance of effective health and safety management and we are committed to managing health, safety and wellbeing with equal importance as other core business aims and objectives.

This Policy Statement outlines the framework developed by CDC to manage health, safety and wellbeing. It is a declaration of the Councils commitment to provide, so far as is reasonably practicable, safe and healthy conditions for employees and persons, who use, visit, or may be affected by the Councils activities.

Our aim is to protect all employees and customers from accidents and work-related ill health. This will be achieved by;

- Complying with all relevant health and safety legislation and management standards.
- Committing to the prevention of ill health and injury across the organisation.
- Providing strong and visible leadership and management.
- Ensuring that adequate resources are provided for health, safety and wellbeing.
- Encouraging the implementation of a management system within directorates, to identify and control risk throughout the organisation.
- Identifying significant risks to health, safety and wellbeing and implementing adequate measures to prevent, reduce or protect against those risks.
- By providing a focus on higher risk activities/topics within the organisation such as waste and recycling operations, construction, fire safety, manual handling, personal safety and work-related stress.
- Ensuring a competent workforce through the provision of information, instruction, training and supervision.
- Providing effective communication, consultation and cooperation with employees and key stakeholders on all relevant health and safety matters.
- Ensuring that appropriate monitoring and reviewing processes are in place, so that the organisation continually improves the way health, safety and wellbeing is managed.
- Continually setting targets to meet the objectives of this policy and continual improvement of the health and safety management system.

This policy will be kept under review and updated as necessary to reflect the needs of the organisation and any future changes to legislative requirements.

Yvonne Rees
Chief Executive
Cherwell District Council

Councillor Barry Wood
Leader
Cherwell District Council

Organisation for Health, Safety and Wellbeing

Successful health, safety and wellbeing management depends on a systematic approach throughout the organisation, so that health, safety and wellbeing becomes fully integrated with all other aspects of business management. Cherwell District Council will ensure adequate resources are available to implement the principles of its health, safety and wellbeing policy and conform to all relevant health and safety statutory regulations.

Health, Safety and Wellbeing Management System

The Council have adopted the Health and Safety Executive's (HSE) "**Managing for Health and Safety**" HSG65 as their health and safety management system. The model applies the principles of other recognised Occupational Health and Safety Management System specifications such as BS ISO 45001.

The concept of 'Plan, Do, Check, Act' can help achieve a balance between the systems and behavioural aspects of management. It treats health and safety management as an integral part of good management generally, rather than a stand-alone system and encourages a commitment to continuous improvement.

Plan

Leadership: Health, Safety and Wellbeing Policy, management commitment and engagement, and roles and responsibilities.

Planning: Health and Safety Action Plans (Corporate/Directorate/Service level), Objective Setting.

Do:

Arrangements: Corporate policies, arrangements and guidance, local health and safety procedures

Risk profiling and control: Arrangements for completing risk assessments, implementing controls, Risk Registers. Implementation of action plans to control risks and ensure policy objectives are met.

Communication: Systems in place for the communication of health, safety and wellbeing throughout the organisation.

Consultation and co-operation: Procedures in place for cooperation between employees, managers and Union Representatives through active consultation and involvement.

Competence: Competence of individuals through recruitment, selection, induction, training and development.

Check

Measuring & Monitoring: Measuring performance to assess effectiveness of arrangements in place; inspection and audit, tracking of action plans, statutory equipment checks, investigating causes of accidents, incidents and near misses,

health surveillance, sickness absence/ill health data, health and safety quarterly reports to Senior Leadership Team

Act

Reviewing: Reviewing performance, acting on lessons learned; accidents & incidents, ill-health data, revisiting plans, policies, procedures & risk assessments.

The Health, Safety and Wellbeing Management System will be embedded at Corporate, Directorate and Service level in order to achieve the aims and objectives of this policy.

As part of the planning process, priorities and actions will be set within a Corporate Health and Safety Action Plan, in addition to directorate specific health and safety action plans.

Other plans for health, safety and wellbeing will also exist across services/teams as required for their work activities.

The Corporate Health and Safety Action Plan will be used as the framework for leadership health, safety and wellbeing risks highlighted in the Corporate Leadership Risk Register.

Roles and Responsibilities for Health, Safety and Wellbeing

The roles and responsibilities are defined across Cherwell District Council hierarchy as follows:

Elected Members

Elected Members are responsible for carrying out specific functions both individually and collectively and have a responsibility to conduct their business and make decisions in conformity with health and safety legislation and the Council's own policies. Elected Members should ensure that adequate resources are made available to the Chief Executive in order to ensure that successful health, safety and wellbeing management is implemented and embedded across the Council.

Chief Executive

The Chief Executive has overall responsibility and accountability throughout Cherwell District Council for implementing and achieving the objectives of the Corporate Health, Safety & Wellbeing Policy. This includes:

- Having ultimate responsibility for ensuring that significant risks are properly managed throughout the organisation.
- Providing clear and visible health and safety leadership and commitment that encourages employee involvement and champions the importance of sensible health and safety risk management within the organisation.
- Ensuring that all decisions made reflect their health and safety intentions as specified in the Council's health and safety policy statement.

- Integrating health and safety with other core business objectives/management.
- Ensuring that accountabilities and responsibilities for health, safety and wellbeing are properly assigned throughout the leadership structure and hierarchy.
- Ensuring that Directors have arrangements in place for the effective management of health, safety and wellbeing within their directorates.
- Ensuring adequate resources are allocated to all directorates, in consideration of their inherent risks.
- Ensuring that the Council have appointed competent persons to provide health and safety assistance/advice, in order to meet the requirements of the Management of Health and Safety at Work Regulations 1999.
- Setting and monitoring health, safety and wellbeing performance in accordance with appropriate Directors and taking appropriate action to overcome any deficiencies.

Corporate Directors

Directors are responsible for ensuring that the health and safety management system for Cherwell District Council is implemented within their respective directorates. This will be achieved by:

- Providing clear and visible health and safety leadership and commitment.
- Integrating health, safety and wellbeing into core business objectives, day to day decision making and strategic planning.
- Making sure that accountabilities and responsibilities for health, safety and wellbeing within their directorate are properly assigned, communicated, understood and carried out.
- Making sure that where operational responsibilities are delegated to lower levels of management, that those who have been nominated are competent, and understand and accept their delegated responsibilities.
- Ensuring that Assistant Directors have robust arrangements in place for the effective management of health, safety and wellbeing within their services/teams.
- Ensuring adequate and sufficient resources (time, human and financial) are provided within the directorate to enable appropriate management to fulfil their responsibilities.
- Ensuring that health, safety and wellbeing is included in relevant action plans for the directorate to drive continual improvement within services/teams. The content to be kept in proportion to the level of risks within the directorate.
- Setting and monitoring health, safety and wellbeing performance in accordance with Assistant Directors and taking appropriate action to overcome any deficiencies.
- Consulting and seeking advice from the Corporate Health and Safety Manager/ Team on health and safety matters when required.

- Promoting a proactive and positive health and safety culture throughout the directorate.

Corporate Health and Safety Champion (Chief Executive)

The Chief Executive has been appointed as the Corporate Champion for Health and Safety with Claire Cox, Assistant Director for Human Resources as her Deputy. The appointment supports the principles contained in the HSE's 'Leading health and safety at work' in recognition of the strategic importance of health and safety. The Champion will:

- Promote the adequate and proper consideration of health and safety to senior managers, relevant Committee's and more widely within the Council.
- Ensure that the health and safety policy statement reflect current priorities of the Corporate Leadership Team and the Council.
- Ensure that the Council's Scheme of Delegation to Officers reflects health and safety roles and responsibilities within this policy.
- Be kept informed about any significant health and safety failures and the outcome of investigations into their causes.
- Ensure that the lead councillors for occupational health, safety and wellbeing are kept updated and briefed on health and safety matters, promoting clear channels of communication with Elected Members.
- Ensure the Corporate Health and Safety Manager has clear reporting lines within the leadership structure and has sufficient authority to be able to carry out the role effectively.
- Be accessible to the Corporate Health and Safety Manager/Health and Safety Team so that any significant health and safety issues can be raised immediately.
- Carry out periodic health and safety workplace inspections and audits with the Corporate Health and Safety Manager/Health and Safety Team.
- Ensure the Council's health and safety performance is regularly reviewed and reported on.

Deputy Health, Safety and Wellbeing Champion (Nominated Assistant Director)

To support the Corporate Health and Safety Champion to achieve these responsibilities, the **Assistant Director Human Resources is responsible for:**

- Ensuring that sufficient resources are in place to maintain a robust Health, Safety and Wellbeing Management System.
- Making provision of competent health and safety assistance/advice within the Council, in order to meet the requirements of the Management of Health and Safety at Work Regulations 1999.
- Providing management support to the Corporate Health and Safety Manager and ensuring that clear reporting lines are in place for the Manager and Health and Safety Team to carry out their role effectively across the Council.

- Promote the adequate and proper consideration of occupational wellbeing to senior managers, relevant Committee's and more widely within the Council.
- Ensure that the health and safety policy statement reflects current occupational wellbeing priorities of the Corporate Leadership Team and the Council.
- Together with the Learning and Development Team and the Corporate Health and Safety Team ensure the provision of appropriate health and wellbeing training for managers and employees.
- Ensure that the lead councillors for occupational health, safety and wellbeing are kept updated and briefed on wellbeing matters, promoting clear channels of communication with Elected Members.
- Be accessible to the Corporate Health and Safety Team and HR Teams so that any significant occupational wellbeing issues can be raised immediately.
- Ensure the Council's wellbeing performance is regularly reviewed and reported on.
- Ensure that there is a corporate overarching action plan to improve & maintain the wellbeing of managers and employees.

To support the Corporate Health and Safety Champion to achieve these responsibilities, the **Assistant Director Facilities Management is responsible for:**

- Ensuring that effective arrangements are in place for building management and maintenance requirements across the Councils property portfolio, ensuring assets are safe and compliant.
- Being the named Assistant Director with corporate responsibility for Asbestos Management, Water Hygiene and Legionella and Fire Risk Management compliance across the Council.

Assistant Directors

Assistant Directors are responsible for ensuring effective health and safety management within their areas of responsibility, ensuring that all managers and employees and any other persons under their area of control are held accountable for the specific application of their health and safety duties.

This will be achieved by them:

- Providing clear and visible health and safety leadership and commitment.
- Integrating health, safety and wellbeing into core business objectives, day to day decision making and strategic planning.
- Making sure that where operational responsibilities are delegated to lower levels of management, that those who have been nominated are competent, and understand and accept their delegated responsibilities.
- Ensuring that Managers have robust arrangements in place for the effective management of health, safety and wellbeing within their services/teams.

- Ensuring adequate and sufficient resources (time, human and financial) are provided within service areas to enable appropriate management to fulfil their responsibilities.
- Endorsing health, safety and wellbeing action plans in place within the Directorate and implementing the requirements with their managers to drive continual improvement within service areas.
- Setting and monitoring health, safety and wellbeing performance in accordance with managers and taking appropriate action to overcome any deficiencies.
- Consulting and seeking advice from the Corporate Health and Safety Team on health and safety matters when required.
- Promoting a proactive and positive health, safety and wellbeing culture throughout their service areas.

Managers, Supervisors and Team Leaders

For the purposes of this policy, the term 'manager' relates to all employees and interim/agency personnel who manage staff and/or services, or to any extent has control at work over people and projects.

Managers, Supervisors and Team Leaders are responsible for:

- The day-to-day management of health, safety and wellbeing in areas under their control.
- Integrating health, safety and wellbeing into service plans, action plans and day to day decision making.
- Identifying hazards, initiating and completing risk assessments, recording the significant findings and implementing any necessary control measures.
- Ensuring that local health and safety procedures, safe systems of work and relevant emergency procedures are in place within their teams/services to control any risks.
- Providing information, instruction, training and supervision to help secure the competence of all employees.
- Ensuring that effective communication and consultation arrangements are in place with employees and Union Representatives.
- Ensuring robust inductions are carried out for all new employees including agency workers, contractors and interim personnel.
- Attending mandatory health and safety training as part of continued professional development.
- Providing safe and healthy working conditions in areas under their control, including safe plant, equipment and machinery.
- Ensuring that a formalised workplace inspection regime is in place to check that the work environment is safe and healthy.
- Providing equipment, materials and clothing to employees as is necessary to enable them to work safely.

- Cooperating and coordinating their activities with other teams/services and partners to ensure the health, safety and wellbeing of all employees and others affected by any risks.
- Reporting and recording all accidents, incidents and near miss events, undertaking investigations and taking appropriate remedial action to prevent recurrences.
- Ensuring that health and safety requirements are included throughout the management of project and procurement processes and contract management agreements.
- Ensuring that health and safety is included when managing contractors and construction-related projects.
- Complying with all corporate health and safety policies, corporate arrangements, and guidance in place within the organisation.
- Participating in health and safety workplace inspections and audits and taking appropriate remedial action where recommendations for improvement have been made.
- Reviewing health, safety, and wellbeing performance within their teams.
- Consulting and seeking advice from the Corporate Health and Safety Team on health and safety matters when required.
- Promoting a proactive and positive health and safety culture.

Managers may choose to delegate responsibilities to specific employees/postholders however, they must ensure that those nominated are competent and understand and accept the responsibilities being delegated to them. **The Manager will remain accountable for these activities.**

Employees

For the purposes of this policy, employees will include students, volunteers, agency workers and contract workers.

All employees, including those with managerial responsibilities, **have a responsibility to:**

- Take reasonable care, while at work, of their own and other people's health and safety.
- Cooperate with their manager and other employees to work safely, to comply with health and safety instructions and information, and undertake appropriate health and safety training.
- Comply with all corporate health and safety policies, corporate arrangements, and guidance in place within the organisation.
- Not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety, and welfare.
- Report to their manager any health and safety concerns, deficiencies or defects, or shortcomings in health and safety arrangements and safe systems of work.
- Report and record all accidents, incidents and near miss events.

- Make suggestions to improve health, safety, and wellbeing.
- Promote a proactive and positive health and safety culture.

Competent Health and Safety Assistance

The Corporate Health and Safety Team have been appointed under the Management of Health and Safety at Work Regulations 1999 to provide competent health and safety advice and support to Cherwell District Council, covering all relevant health and safety legislation.

The Corporate Health and Safety Manager and Health and Safety Team will:

- Provide professional, technical, and practical competent health and safety advice and guidance to managers and employees.
- Provide advice and guidance on compliance with relevant statutory requirements and the application of best practice.
- Develop, and advise on, corporate health and safety policy, procedures, topic-specific guidance, and corporate arrangements.
- Assist and support managers in the development of risk assessments and safe systems of work for work activities/processes/operations.
- Develop the Council's Corporate Health and Safety Action Plan and support directorates in developing their own directorate/service/section health and safety action plans.
- Report to the Executive Leadership Team (ELT) Group on a monthly basis.
- Together with the Learning and Development Team, ensure the provision of health and safety training to managers and employees relevant to their roles and responsibilities.
- Undertake health and safety workplace inspections and audits to monitor occupational health, safety, and wellbeing performance across all directorates.
- Record all accidents, incidents and near misses and ensure relevant reports are notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases & Dangerous Occurrences Regulations (RIDDOR).
- Carry out and assist managers with the completion of accident investigations.
- Liaise with the HSE and other enforcing authorities on any regulatory interventions or investigations as required.
- Use executive powers (on behalf of the Chief Executive and Corporate Health and Safety Champion) to stop any work activities where there is a serious and imminent risk of injury or ill health.
- Promote a proactive and positive health and safety culture and investigate ways of improving health and safety performance across the organisation.

Occupational Health

The Councils appointed providers will work pro-actively with all stakeholders to pro-actively maintain a healthy workforce by meeting the needs of individual employees and managers. Occupational Health is responsible for providing a number of occupational health services these include, but are not limited to:

- Pre-employment screening checks.
- Absence management and return to work planning.
- Advice on the management of health conditions and reasonable adjustments.
- Medicals and driver clearances for specific job role occupations, e.g. HGV.
- Health/medical surveillance monitoring; audiometry, hand arm vibration, lung function testing and ergonomic assessments.
- Vaccination and immunisations.
- Advice to managers and employees on health-related matters.
- Physiotherapy.

Employee Assistance Programme (EAP)

An Employee Assistance Programme (EAP) is available for all staff and provides a confidential counselling and information service which is available 24/7 to assist with personal or work-related problems that may be affecting health, wellbeing, or performance.

The EAP can provide help, information, guidance, or support with a wide range of issues including counselling and emotional support, money and debt information, legal information, health and wellbeing information and family care information including young and elder care. The EAP is free to use, confidential and is entirely secure and independent of the Council.

General Arrangements

The Corporate Health, Safety and Wellbeing Policy sets out the framework for the organisation and arrangements for health, safety and wellbeing across Cherwell District Council.

Corporate arrangements and guidance (corporate level)

To support this policy and to effectively manage the health, safety and wellbeing risks at a corporate level, a series of topic-based health and safety corporate arrangements have been developed for managers and employees to follow.

This information provides specific detail on a range of different topics, and where required, further information on specific roles and responsibilities. These guidance documents are developed by the Corporate Health and Safety Team in conjunction with relevant managers/teams where specialist input is required. corporate health and safety arrangements and guidance can be accessed from the health and safety pages of the Intranet.

Local health and safety arrangements/procedures (service/team level)

To demonstrate compliance and implementation of this policy and corporate guidance, services/teams must have their own written local health and safety arrangements in place as relevant to their work activity. Managers may choose to include these within their risk assessments as existing control measures, or as part of a specific written procedure or safe systems of work where a significant risk to health and safety has been identified.

Health and Safety Communication

A comprehensive source of all available information on corporate health, safety and wellbeing in the Council can be found on the health and safety pages of the Intranet.

Health and safety information and guidance can also be sourced directly from the [Health and Safety Executive](#) internet site.

The Corporate Health and Safety Team will communicate any new or updated corporate health and safety information through managers who will be responsible for cascading the information down to all employees.

Communication channels for the exchange of health and safety information should also exist day-to-day in teams/services, e.g. at team briefings, team meetings, one to ones etc. It is recommended that all team meetings have health, safety and wellbeing as a standing agenda item.

Health and Safety Consultation

The Council recognises the importance of effective cooperation between employees, their representatives and managers through active consultation and involvement.

The two relevant pieces of health and safety legislation that apply to the Council are:

- Safety Representatives and Safety Committees Regulations 1977 and;
- Health and Safety (Consultation with Employees) Regulations 1996

Managers should identify how they consult with employees and share information on any significant changes affecting their health, safety and wellbeing.

Trade union (TU) appointed safety representatives are encouraged to cooperate with managers regarding any health and safety issues or concerns in the workplace.

A meeting is held between Human Resources, Health and Safety and the trade union representatives on a quarterly basis.

Health and Safety Training/Competence

The competence of employees through recruitment, selection, induction and training is an important part of the health, safety and wellbeing management system in place across the Council. All employees should have sufficient knowledge, skills and

information to carry out their work safely and without risk to their own health and safety and that of others who may be affected by their acts and omissions.

The mandatory health and safety training requirements within the Council include the following:

- Health and Safety Induction for all new starters (includes health, safety & wellbeing e-learning (or hard copy) and completion of the corporate health and safety induction checklist).
- Health, Safety & Wellbeing e-learning (or hard copy version) – for all employees.
- Introduction to the Management of Health and Safety training - for all managers.

In addition to these core mandatory sessions, managers and employees will need to consider attendance on other specific training programmes, including refresher training that may be relevant to their job role or setting.

Examples include first aid, fire safety/fire warden, manual handling, management of contractors/CDM, personal safety awareness/lone working etc. Also, the consideration of any specific health and wellbeing training programmes, e.g. developing personal resilience, management of work-related stress etc.

In areas where there is a greater element of risk, e.g. Environmental Services operations (waste collection, street cleansing, vehicle fleet management etc.) more comprehensive health and safety inductions and training will need to be carried out to ensure employees are trained and competent.

Examples include driver CPC training, defensive driving, street works and highways training etc.

Health and safety training/development needs for employees should be determined as part of the risk assessment process and in conjunction with the employee appraisal system. Further advice/guidance can be provided by the Health and Safety Team.

Monitoring and Review

The content of this policy and its effectiveness in terms of performance will be the subject of a two-year review unless significant changes occur.

Monitoring of the Health, Safety and Wellbeing Management System and its effectiveness in the organisation will be assessed at a Corporate, Directorate and Service level in order to ensure compliance. Monitoring will be both pro-active and reactive, incorporating spot checks, comprehensive inspections and audits and accident investigations and statistical analysis. Monitoring the requirements of this policy will be carried out by Directors, Assistant Directors, Managers and the Corporate Health and Safety/HR Team to establish whether:

- Legal compliance is being achieved.

- Health and safety responsibilities are being properly assigned and discharged correctly.
- Leadership teams are accepting and dealing effectively with their delegated health, safety and wellbeing responsibilities.
- Corporate health and safety arrangements and guidance are being followed.
- Employees are aware of their roles and responsibilities.
- Accident trends and occupational health data are showing a continuous improvement.
- Health and safety and targets are being monitored and are being achieved.
- All employees and managers are receiving appropriate health and safety inductions, training and development.

The Corporate Health and Safety Action Plan, Corporate Leadership Risk Register and Directorate Health and Safety Action Plans will also be used to track progress of health, safety and wellbeing performance in the organisation. Health and safety reports to the Senior Leadership team will also be used.

Auditing the Management System – Corporate level

At a corporate level, the Council appointed internal and audit assurance service will independently audit the Health, Safety and Wellbeing Management System in place within the organisation. This will include work activities undertaken by the Health and Safety Team. This process covers health, safety, and wellbeing as part of corporate governance assurance.

Auditing the Management System – Directorate level

At a directorate level, the Corporate Health and Safety Team will audit the Health, Safety and Wellbeing Management System in place in services/teams across the organisation. This will be carried out on a rolling programme using a risk-based approach. The aim of audits undertaken will be to establish whether appropriate management arrangements are in place, adequate risk control systems exist, are implemented and reflect the hazards the organisations need to manage.

A health and safety workplace inspection programme will also be carried out to identify and evaluate health and safety hazards in the workplace and identify actions where improvements need to be made.

Appendix 3



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Probation Policy

Appendix 3

DOCUMENT CONTROL

Organisation(s)	Cherwell District Council (CDC)
Policy title	Probation Policy
Owner	Human Resources
Version	1.0
Date of implementation	16 March 2023

DOCUMENT APPROVALS

This document requires the following committee approvals:

Committee	Date of meeting pending approval
Personnel Committee	15 March 2023

DOCUMENT DISTRIBUTION

This document will be distributed to all employees of Cherwell District

DATE FOR REVIEW

No later than 1st March 2026 but sooner if impacted by legislative changes.

REVISION HISTORY

Version	Revision date	Summary of revision

Appendix 3

CONTENTS

1	Introduction	4
2	Purpose	5
3	Probation Meeting	5
4	Extension of Probation Period	6
5	Confirmation of appointment	6
6	Terminating Employment	7

Appendix 1 – How to access probation forms on iTrent

Appendix 3

1. Introduction

- 1.2 This policy does not form part of any contract of employment or other contract to provide services and it may be amended at any time following consultation with trade union and subject to agreement from the Personnel Committee
- 1.3 This policy applies to all employees of Cherwell District Council, it does not apply to agency workers, consultants, self-employed contractors, volunteers or interns.
- 1.4 The council is committed to ensuring that all newly appointed staff receive the best possible support during their probation period to demonstrate their suitability to undertake the full range of duties to their post.
- 1.5 The probation period is six months. The council may end this early, or in extenuating circumstances extend it by a maximum of three months. If a contract is shorter than the length of the probation period, the probation period will be for the length of time the employee is employed.
- 1.6 During the probation period meetings will be set up by the line manager to ensure regular two-way communication between the line manager and the employee, to discuss progress and to allow timely remedial action to be taken if required.
- 1.7 Confirmation of appointment is dependent upon the satisfactory completion of the probation period. In addition to successful probationary reviews, the probation period is only deemed to be complete once the new employee has completed all induction forms, mandatory training and the probation form has been completed on the HR/Payroll system.
- 1.8 Any issues that arise will be dealt with immediately and not left until a formal review.
- 1.9 If, at any time during the probation period, the probationers conduct, performance, attendance or timekeeping is not satisfactory, and it is evident that the required standard will not be reached before the end of the probation period the council has the right to dismiss the employee with one week's written notice.
- 1.10 Minor disciplinary matters will be dealt with under the probation procedure. However, the formal disciplinary procedure may be invoked in cases of alleged serious or gross misconduct.
- 1.11 Probation is a two-way process, and the new employee has a duty to ensure they raise issues and seek to get action taken to resolve issues. The new employee should actively ensure review meetings are undertaken and recorded.

Appendix 3

- 1.12 If at any time during the probation period the employee feels they are not suitable for the role, they must give the Council one week's notice to terminate their employment.

2. Purpose

- 2.1 A probation period provides:

- a) Time during which an employee can demonstrate, through performance, conduct, timekeeping and attendance, their suitability for the role.
- b) An opportunity to assess the employee's capability, reliability and suitability before deciding whether to confirm their appointment.
- c) Through regular reviews, opportunities to identify the employee's training needs and provide appropriate timely development activities, guidance and encouragement, to assist in meeting the required standards.

- 2.2 During the probation period the line manager will ensure that all employees receive the help and support they need to develop the appropriate skills, performance and attitudes to enable them to satisfactorily complete their probation period. The line manager will;

- a) Provide a thorough induction programme.
- b) Ensure that the employee fully understands the standards expected in the role.
- c) Provide guidance, training and encouragement to help the employee adapt to the new work environment.
- d) Conduct regular reviews of the employee's progress through the probationary period.
- e) Issue warnings at the earliest opportunity if the necessary standards are not being met, stating clearly what improvement is necessary.
- f) Give the employee the opportunity to improve before deciding whether or not to confirm their appointment, except in cases of gross misconduct.

3. Probation Meetings

- 3.1 Probation meetings are intended to be a positive way of supporting and guiding an employee through their probation period. The line manager will meet with the employee on a regular basis to discuss the employee's progress and give advice, guidance, and support where improvements are required. The emphasis is on a two-way communication between the employee and line manager allowing timely action to be taken in the early stages of appointment.
- 3.2 Formal probation review meetings will take place at 3 months and within the final month of the probation period but no later than 6 months.
- 3.3 Employees should be proactive in seeking support if they have any concerns about the requirements of the role or their capability to perform the role.

Appendix 3

- 3.4 Probation meetings should take place in an uninterrupted environment allowing sufficient time in the meeting for both parties to contribute constructively to the discussion.
- 3.5 As part of the review, line managers should:
- Provide constructive feedback on performance/achievements to date against objectives set at induction
 - Review timekeeping/attendance, including sickness absence Review/agree training/development needs
 - Identify aspects of performance/conduct that require improvement Explore any problems the employee has encountered in their role
 - Provide guidance /support as appropriate
 - Introduce/agree any changes to the objectives set
 - Set next review meeting
- 3.6 A copy of the probation meeting documentation should be recorded electronically in within the council's current HR/Payroll system.
- 3.7 It is the line manager's responsibility to ensure that reviews are conducted within the timescales described in this policy.
- 3.8 In between reviews the line manager should keep brief notes of the probationer's achievements, development points, training requirements and any advice or warnings given, to be used at the next review meeting.
- 4. Extension of probation period**
- 4.1 The line manager, may, after discussion with their Human Resources Business Partner, seek to extend an employee's probationary period where performance, actions and/or conduct have been identified as not quite meeting the required standards. Extensions to the probation period should be on a month-by-month basis and will not exceed 3 months in total. Managers will need to complete regular reviews during the extension.
- 4.2 Employees will be formally notified in writing of an extension to their probationary period by Human Resources and will be provided with a clear outline of areas where improvement and/or action is required within an agreed timeframe.
- 5. Confirmation of appointment**
- 5.1 If the employee's performance, conduct, timekeeping, and attendance have been satisfactory and fully meet the council's expected standards for the role the line manager will completion the final probationary review and form on the HR/Payroll system.
- 5.2 Employees will be advised in writing of the successful completion of their probation period.
- 5.3 Employees will not be deemed to have passed their probationary period of employment unless they have received written confirmation from Human Resources

Appendix 3

6. Terminating Employment

- 6.1 Probation periods will usually be confirmed as successful at the end of the period however, where performance or required actions have failed to reach the standards required by the line manager, and where reasonably considered there is very little likelihood of the employee being able to reach the required standards within reasonable timeframes, despite additional support and/or training, the line manager should advise the employee that they may not be confirmed in post.
- 6.2 If this is the case, the line manager will arrange a meeting between their Human Resources Business Partner and the employee. The employee has the right to be accompanied at this meeting by either a workplace colleague or Union Representative.
- 6.3 The purpose of the meeting is to enable the line manager to review the case for termination of employment and to consider any views expressed by the employee before a decision is made.
- 6.4 After a brief adjournment the line manager will state the outcome of the meeting.
- 6.5 The decision will be confirmed in writing to the employee as soon as reasonably practical and normally within 5 working days of the meeting.
- 6.6 Should the outcome of the meeting be dismissal; the employee will be provided with one weeks' notice. For cases of gross misconduct, summary dismissal may be considered.

Appendix 3

Appendix 1

Probation review forms are accessible on the Manager Self Service (MSS) iTrent portal

This form will be made available against the person when they start at the organisation and can be accessed in MSS as follows:

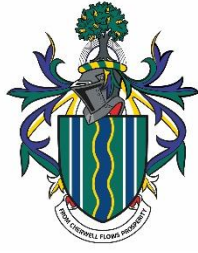
- Select the person, whose form needs to be completed
- Click on Questionnaires and Forms under the links section
- Click on Review Questionnaires and Forms
- Click on the Probation Form on the right-hand side of the screen and follow the instructions detailed within the form

Once the manager has completed the form and saved it, the employee will have an opportunity to comment.

Should managers or employees have any queries about the form, please contact:

itrent@cherwell-dc.gov.uk

Appendix 4



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Honorarium Policy

DOCUMENT CONTROL

Organisation(s)	Cherwell District Council (CDC)
Policy title	Honorarium
Owner	Human Resources
Version	1.0
Date of implementation	16 March 2023

DOCUMENT APPROVALS

This document requires the following committee approvals:

Committee	Date of meeting pending approval
CDC Personnel Committee	15 March 2023

DOCUMENT DISTRIBUTION

This document will be distributed to all employees of Cherwell District Council.

DATE FOR REVIEW

No later than 16th March 2026 but sooner if impacted by legislative changes.

REVISION HISTORY

Version	Revision date	Summary of revision

Contents		Page
1	Scope	4
2	Introduction	4
3	Selection and approval process	4
4	Reallocation of duties – same grade or lower	4
4.3	Part-time workers	5
5	Awarding an honorarium – acting up to part of a role	5
5.3	Determining the honorarium payment	5
6	Awarding an honorarium – acting up to a full role	5
7	Honorarium payments and increments	5
	Appendix 1: Example calculations	6

1. Scope

- 1.1 This policy will apply to all employees of Cherwell District Council including the Chief Executive and the senior management team. This policy will not apply to third party or partner organisations where employees are not employed directly by the Council.

2. Introduction

- 2.1 There will be situations where an employee may be requested to undertake additional duties or cover the higher-level work of an absent employee or vacant post where an additional payment would be appropriate, but it does not justify a permanent adjustment to salary.
- 2.2 An honorarium will only be paid in circumstances where the interim arrangements last for a minimum of 4 weeks.
- 2.3 Ideally the interim arrangements will not exceed twelve months with regular reviews of the business requirement.
- 2.4 To ensure the Council meets its obligations under the equality act, it is essential that managers can demonstrate a fair process has taken place when awarding an honorarium.
- 2.5 The manager should seek advice from HR when considering awarding an honorarium.

3. Selection and formal approval process

- 3.1 Where there is more than one person who could be eligible for an honorarium then it is important that a fair selection process is undertaken.
- 3.2 An 'acting up' opportunity will, in the majority of cases, be ring-fenced to a specific team within the service depending upon the skills and experience required to complete the work. If the position is not filled following this process, it should be advertised more widely across the Council.
- 3.3 Formal approval of an honorarium must be sought from the relevant Assistant Director by completing an Employee Contract Change form.

4. Reallocation of duties – same grade or lower

- 4.1 Where an employee is asked to undertake different duties to their current job description in order to assist with a change of priorities or the reallocation of additional duties and these duties are at the same grade or lower, it would not be appropriate to pay the employee an honorarium. This is deemed to be covered by the requirement to undertake any 'additional duties commensurate with the grade of the post' as referred to in job descriptions.
- 4.2 In this particular scenario it would be necessary for a discussion to take place between the manager and the employee regarding work priorities in order that the employee is able to work to an agreed level of efficiency within their agreed working hours.

4.3 Part-time workers

If the employee is currently working parttime they may be agreeable to working additional hours (up to 37 hours per week). In such circumstances, payment for any additional hours worked would be at normal plain time rate.

5. Awarding an honorarium – acting up to part of a role

5.1 Where an employee is asked to cover some of the duties of a colleague at a higher graded post (determined through the job evaluation process), it may be possible to pay that employee an honorarium in recognition of the work which needs to be undertaken.

5.2 Alternatively, a manager may decide to share the honorarium amongst several employees and apply a percentage rate.

5.3 Determining the honorarium payment

In determining the level of honorarium payment, it is important for the manager to be able to assess what percentage of the total job the employee is being asked to undertake. The calculation of the honorarium should be broadly based on 25%, 50% or 75% of the higher grade.

5.4 Please refer to Appendix 1 for example calculations.

6. Awarding an honorarium – acting up to a full role

6.1 Where an employee is asked to cover the full duties of a colleague at a higher graded post (determined through the job evaluation process), it may be possible to pay that employee an honorarium in recognition of the work which needs to be undertaken.

6.2 The level of honorarium payment would be calculated at 100% of the higher grade.

6.3 Please refer to Appendix 1 for example calculations.

6.4 Alternatively, consideration could be given to offering a secondment if the postholder will not continue to undertake the duties of their substantive post, and fully undertake the duties of the higher graded post.

7. Honorarium payments and increments

7.1 Honorarium payments will be agreed between the manager and employee in advance and be regularly reviewed. The employee will receive a letter from HR confirming the agreed arrangements.

7.2 Salary progression will be based upon the salary and grade of the employee's substantive post.

7.3 When the period of acting-up ceases, the employee will revert to their substantive grade, taking account of any incremental progression. This is calculated by taking their original salary point the day prior to the commencement of the acting-up and applying an increment (if applicable).

Appendix 1 – Honorarium Example calculations

The calculation of an honorarium should be broadly based on 25%, 50% or 75% of the higher grade.

When acting-up the employee should receive no less than the equivalent of one full increment. In some cases, this will involve simply transferring to the grade of the higher post. If this is less than the value of one increment, then one further increment should be awarded.

Example 1: covering 100% of duties

Current salary	=	Grade F point 3	=	£31,622.50
Acting up salary	=	Grade G point 1	=	£33,722.00
Calculation	=	£33,722.00 - £31,622.50	=	£2,099.50
		divided by 12 months	=	£174.96

Example 2: covering 75% of duties

Current salary	=	Grade E point 5	=	£29,222.50
Acting up salary	=	Grade G point 1	=	£33,722.00
Calculation	=	£33,722.00 - £29,222.50	=	£4,499.50
		£4,499.50 x 75%	=	£3,374.63
		divided by 12 months	=	£281.22 per month

Example 3: covering 50% of duties

Current salary	=	Grade K point 5	=	£57,720.00
Acting up salary	=	Grade L point 2 *	=	£58,700.50
Calculation	=	£58,700.50 - £57,720.00	=	£980.50
		£980.50 x 50%	=	£490.25
		divided by 12 months	=	£40.85 per month

* Point 2 awarded to ensure one full increment

Cherwell District Council

Personnel Committee

15 March 2023

Equalities, Diversity and Inclusion (EDI) Action Plans

Report of Assistant Director – Customer Focus

This report is public

Purpose of report

To seek the committee's views on the draft action plans for delivering the council's equality, diversity and inclusion commitments for creating an inclusive workplace, which are set out in its Equalities Framework, Including Everyone.

1.0 Recommendations

The meeting is recommended:

- 1.1 To review the draft action plan for an Inclusive Workplace and provide comments for the Executive Committee to consider at its April meeting.
- 1.2 To recommend to the Executive Committee that there is a delegation of authority to the Assistant Director for Customer Focus to make minor amendments to the agreed Inclusive Workplace Action Plans in consultation with the portfolio holder and Chair of the EDI working group

2.0 Background and Report Details

- 2.1 The Equality Act 2010 requires all public bodies including councils to take extra steps to stop discrimination. This is known as the Public Sector Equality Duty.
- 2.2 The duty means having to consider equality as part of our daily business and sets out specific requirements for achieving this, which are to:
 - Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,
 - Advance equality of opportunity between people who share a protected characteristic and those who do not,

- Foster good relationships between people who share protected characteristics and those who do not,
 - Set and publish equality objectives at least every four years and,
 - Publish information at least annually, to show how we comply with the Equality Duty including information about employees and to people who are affected by our policies and procedures.
- 2.3 In 2020, the council agreed an equalities framework, 'Including Everyone', which it co-produced with Oxfordshire County Council. This framework was to capture the councils' statutory obligations but also their commitments to going beyond what the law expects, to deliver inclusive communities, services and an inclusive workforce.
- 2.4 Earlier this year, the Executive Committee agreed to refresh the action plan that underpinned the framework to reflect Cherwell as a standalone council and also the significant progress that has been made since it was developed.
- 2.6 The approach agreed by both the Executive and O&S committee was to have develop an action plan for each commitment with a focus on ensuring the necessary foundations are in place to deliver them. The action plans would then provide the platform from which we future plans could be developed, which focussed on delivering improvements.
- 2.8 The approach also included setting up a joint councillor working group consisting of members from both the Overview and Scrutiny and Personnel committees. This was to reflect the interdependencies between the commitments and in the spirit of being inclusive. The role of the group was to develop draft action plans for each commitment for consideration by the relevant committee. The intention was also that the group continues to meet in the new municipal year, when it will oversee the implementation of these plans and help shape future improvement plans.
- 2.9 The members of the Group were Cllrs Rebecca Biegel, Gemma Coton, Sandy Dallimore, David Hingley, Chukwudi Okeke, Jason Slaymaker, and Amanda Watkins. At the first meeting, Cllr Hingley was elected as the Group's chair.
- 2.10 Over the course of four meetings, the Group reviewed and refined drafts of the three action plans. Annexe 2 reflect that work.
- 2.11 Overview and Scrutiny committee will discuss the Inclusive Communities and Services Action Plans on 14 March.
- 2.12 The Inclusive Communities, Services and Workplace Action Plans are due to be considered by the Executive on 3 April.

3.0 Conclusion and Reasons for Recommendations

3.1 The council is committed to going above and beyond our statutory responsibilities in creating inclusive communities and services and an inclusive workforce. To do this effectively we need to have the right resources and infrastructure in place to:

- capture the latest EDI data and trends
- use the data available to identify and address any barriers
- ensure EDI implications are identified and considered at the earliest opportunities through our service planning and decision making processes

3.2 The Inclusive Communities, Inclusive Services, and Inclusive Workplaces Action Plans provides a structure in which this can be delivered and a basis on which further more specific, substantive work on this topic can be delivered.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

6.1 The alternative would be to continue to deliver the original action plan. This option has been rejected as its prudent to ensure we have the right infrastructure in place to deliver the desired outcomes for our communities, services and workforce, following the end of our partnership with Oxfordshire County Council.

7.0 Implications

Financial and Resource Implications

7.1 The action plans can be delivered from within existing budgets and staffing resources. If their implementation gives rise to proposals that would require additional resources then these would be authorised separately.

Comments checked by:

Joanne Kaye, Strategic Finance Business Partner/Deputy S.151 Officer. Tel: 01295 221545, email joanne.kaye@cherwell-dc.gov.uk

Legal Implications – Mandatory paragraph

7.2 The Council has a statutory duty under the Equality Act 2010 and the Public Sector Equality Duty (PSED) as outlined in the report.

7.3 Specific duties for the Council also include the requirement to develop and publish equality objectives and to annually publish actions under way or planned to meet the requirements of the PSED.

7.4 Risks associated with the delivery of the action plan should be monitored and managed through the governance arrangements.

Comments checked by:

Shahin Ismail, Interim Head of Legal Services, shahin.ismail@cherwell-dc.gov.uk

Risk Implications - Mandatory paragraph

- 7.3 There is a reputational risk that the council could be perceived as having abandoned work on its EDI action plan during decoupling. However, there is a lot of excellent work happening across the council already to demonstrate we are going above and beyond our statutory responsibilities to create inclusive communities and services and an inclusive workforce. This and any other arising risks will be managed through the relevant service risk register and escalated to the leadership register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, Tel: 01295 221556. Email: Celia.Prado-Teeling@Cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 The council is already meeting its statutory responsibilities under the Equality Act 2010, so these actions plans will demonstrate how we plan to deliver our commitment to go above and beyond our legal obligations.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader Tel: 01295 221556. Email: Celia.Prado-Teeling@Cherwell-dc.gov.uk

Sustainability Implications

- 7.5 None

Comments checked by:

Jo Miskin, Climate Change Manager, jo.miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision N/A

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

Including Everyone Framework

Lead Councillor

Councillor Richard Mould, Portfolio Holder for Corporate Services

Document Information**Appendix number and title**

Appendix 1 – Including Everyone framework

Appendix 2 – Draft Inclusive Workplace Plan

Background papers

None

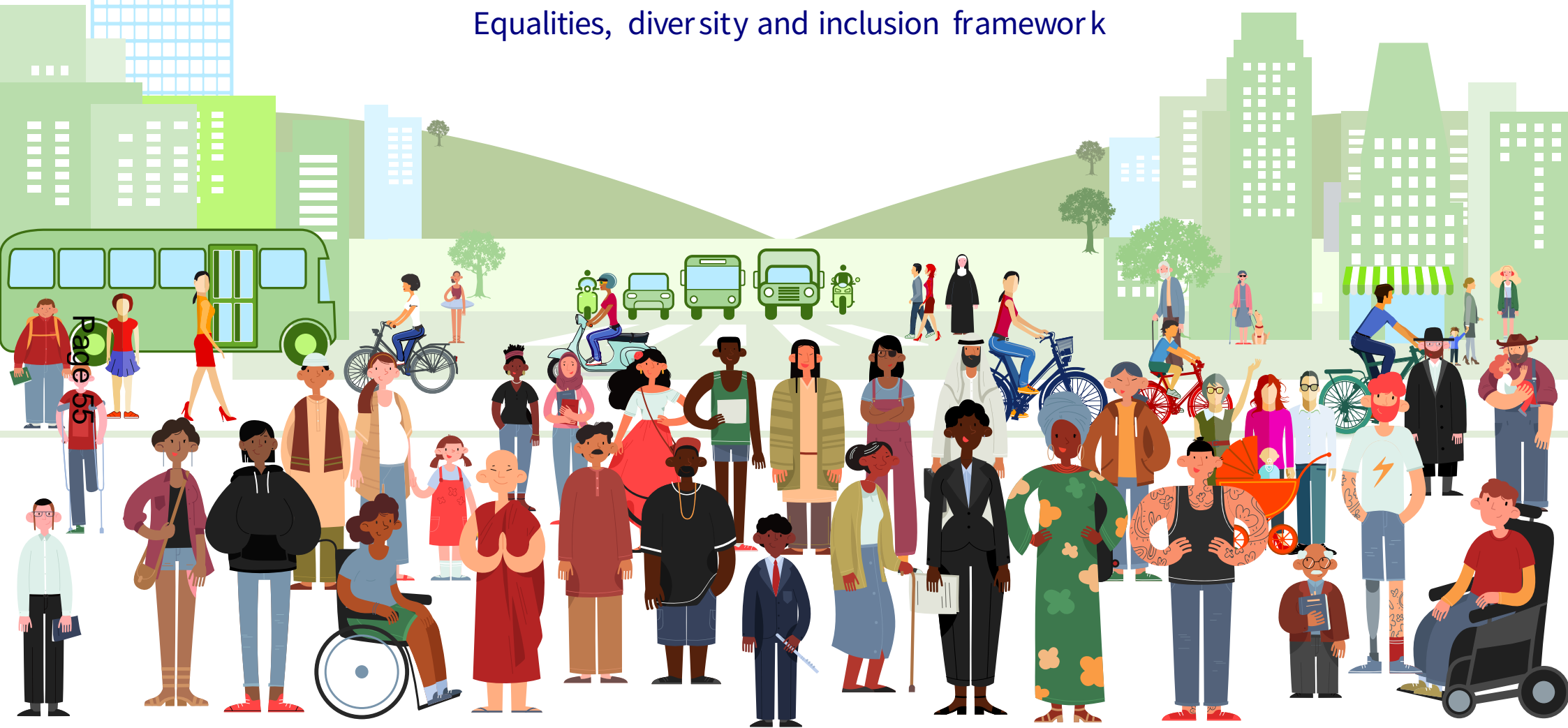
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Including Everyone

Equalities, diversity and inclusion framework



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Including Everyone

There is enormous strength in diversity. Bringing people together from across a wide range of social and cultural experiences and backgrounds enables us to broaden our perspectives, enhance our understanding and enrich our way of life. It fosters an inclusive and supportive environment, which lends strength and vitality to communities and this enables individuals to meet their potential. In 2020 we introduced our Including Everyone Framework which outlines our approach to equalities, diversity and inclusion and sets out our vision to be leaders in our field; providing inclusive services, workplaces and communities, equitable access to services and equality of opportunity.

We have heard how painful exclusion can be for people and how negatively this can impact people's lives. We take our obligations and commitments to equalities, diversity and inclusion extremely seriously. We recognise the need to listen and learn as we tackle inequalities through our policies but most importantly through our concrete actions.

We are working hard to ensure our workplaces, services and communities are inclusive, so they are places where diversity is protected, honoured and celebrated. We know we don't have all the answers, but we keep listening to and learning from our staff and residents, so we can identify inequality and tackle disadvantage, recognising the need to redouble efforts to tackle racism and all forms of discrimination.

We keep developing this framework because to be able to have further understanding of what is important to our residents and members of staff and we will keep working to achieve those goals. How this is expressed for our communities, services and staff will differ according to their unique circumstances, and this will be reflected in an action plan for the organisation which will sit underneath this framework. These plans describe the local actions we will take to deliver on the goals and commitments outlined in this document; they are reviewed and updated annually, and are used to track and measure our progress.



Cllr Barry Wood
Leader of Cherwell
District Council

Our **Including** Everyone Framework

Leading the field in equality and diversity in our workplace, inclusive service delivery and tackling disadvantage in the communities we serve



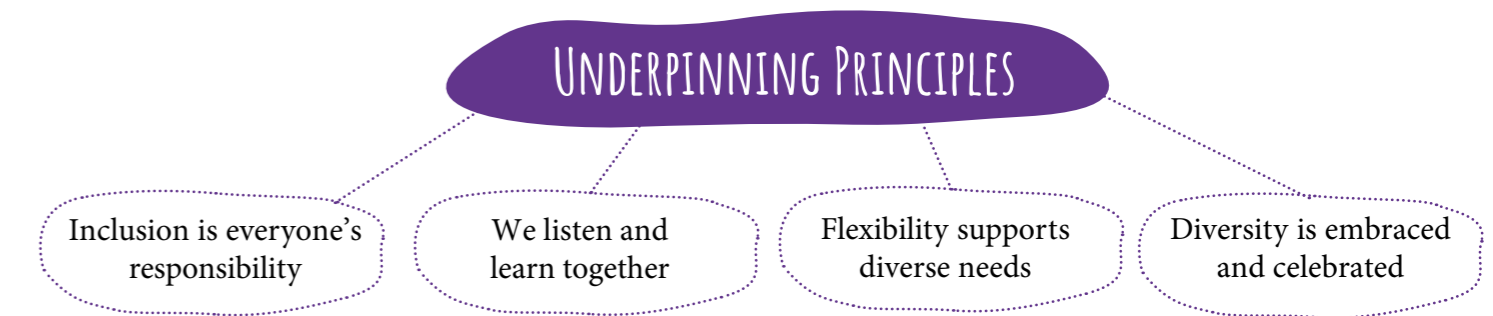
- We work with communities to help them thrive
- We work with partners to tackle disadvantage in our communities.



- Our information and buildings are accessible for all
- Our services use good data and engage with users to plan and meet their different needs.



- Our workforce is inclusive, reflecting the diversity of the communities we serve
- Our staff have the values, skills and knowledge to be inclusive.



Why Including Everyone is important

This Framework is important for us in honouring and protecting the diverse strengths of individuals and in building inclusive communities; we go beyond what the law expects of us to achieve this. The Equality Act (2010) states that public bodies, including Councils need to take extra steps to stop discrimination: this is known as the Public Sector Equality Duty. The Act defines discrimination as the less favourable treatment of a person, because of a protected characteristic, as compared to others who do not share that characteristic. The legislation also applies where there is a belief that the person who is disadvantaged has a particular protected characteristic, even if that is not the case.

The Public Sector Equality Duty means that we must consider equality as part of our daily business, in particular:

- We need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,
- We need to advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relations between people who share protected characteristics and those who do not,
- Set and publish equality objectives at least every four years and,
- Publish information, at least annually, to show how we comply with the Equality Duty including information about employees and to people who are affected by the public body's policies and procedures.

There are nine protected characteristics: age; disability (including invisible disabilities); gender reassignment; marriage and civil partnership; pregnancy and maternity; race including ethnic or national origins, colour or nationality; religion or belief; sex; sexual orientation.

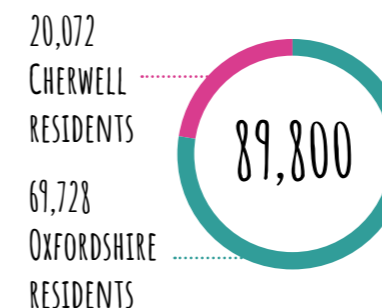
We go further than the protected characteristics in our decision-making process. To do this we consider the impact that our decisions have on people living with social deprivation, in rural communities, those leaving care, carers, and those in our armed forces community. For us inclusion applies to the 'communities' where we live and work, but also communities of shared understanding, such as faith, heritage and sexuality. We want to support every community to be the best it can and we work to remove or reduce obstacles which get in the way; this includes tackling unconscious bias which occurs when people favour others who look like them, share their values or experiences.



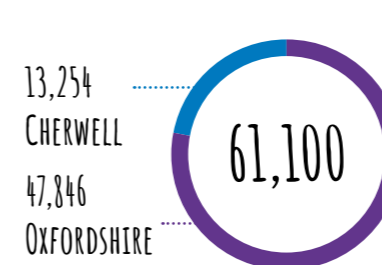
Not everyone is included

Data about the district tells us that the population we serve is relatively affluent; we also know that this level of data masks some stark inequalities within our communities which we find when we dig beneath the surface. The diversity in our communities is a strength and does not result in disadvantage by itself, but we know we need to tackle inequalities because not everyone has the same life opportunities. The following illustrates examples of some of the inequalities in our communities:

People live with a long term illness or disability in Oxfordshire (2011)



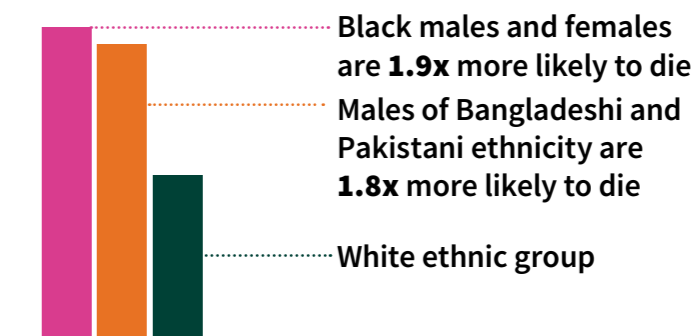
Unpaid carers in Oxfordshire (2011)



Research shows carers are more likely to report symptoms of mental ill-health, and struggle financially

Public Health England, information shows ethnic identity influences mental and physical health outcomes via multiple routes, such as experiences of discrimination and fear of negative incidents

Ethnic groups risk of death from COVID-19



Average pay for men in Oxfordshire

Average pay for men in Cherwell

Average pay for women in Oxfordshire

Men earn on average **£6,800** more than women in the Oxfordshire area. Men in the Cherwell area earn on average **£6,200** more

In 2020, **10%** of children across the county live in low income families; thats almost

12,000
CHILDREN LIVING IN POVERTY

Life expectancy between the most and least deprived wards in Oxfordshire is

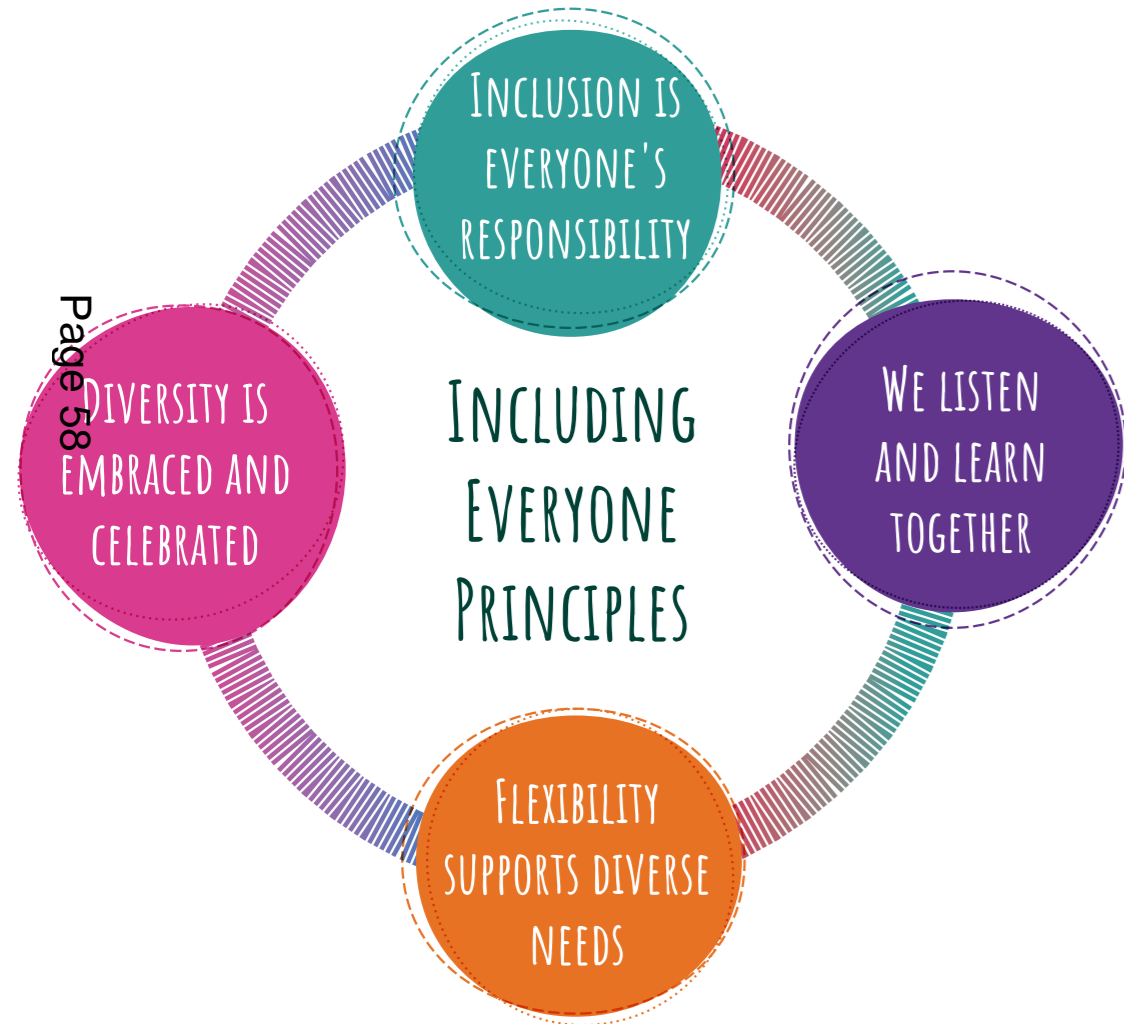
13.7 YEARS

In 2019, there were

6,464
PUPILS with learning difficulties in Oxfordshire schools

Principles

Our equality, diversity and inclusion Framework is underpinned by the following key principles:



Inclusion is everyone's responsibility. Including everyone means that we all need to work together, in the workplace and in communities to remove seen and unseen barriers to opportunities.

We listen and learn together. People have unique experiences and perspectives which can enrich our collective understanding, so by creating a culture of curiosity we can learn how to best focus our efforts.

Flexibility supports diverse needs. Recognising and responding well to diverse needs, ensures we deliver an inclusive communities, services and workplaces.

Diversity is embraced and celebrated. There is enormous strength in diversity; we celebrate this and embrace it in our learning, service delivery and community leadership.

We have three inter-connected strands that help us organise our work: inclusive communities, inclusive service delivery and inclusive workplaces. The following section sets out our goals and commitments against each strand. The goals will be tracked and measured in an annual action plan for each council, which sit underneath this framework.

INCLUSIVE COMMUNITIES

GOAL 1

We work with communities to help them thrive

COMMITMENTS

- Engage with, and support, local community groups and organisations
- Promote inclusive behaviour with residents and those using services
- Work directly with communities to identify inequality and tackle disadvantage.

GOAL 2

We work with partners to tackle disadvantage in our communities

COMMITMENTS

- Promote equality, diversity and inclusion through our supply chain and strategic partnerships
- Promote and encourage inclusive behaviour for future generations
- Work with all partner organisations to understand diverse needs and create inclusive communities.



INCLUSIVE SERVICE DELIVERY

GOAL 3

Our information and buildings are accessible for all

COMMITMENTS

- Ensure our information, website and digital services are accessible for all; including those digitally excluded
- Take action to make our buildings accessible to all residents and staff.

GOAL 4

Our services use good data and engage with users to plan and meet their diverse needs

COMMITMENTS

- Better understand those using services and their needs by collecting their information and feedback
- Engage residents, those using services users and community groups when planning and delivering services
- Plan and deliver services that promote inclusion.

INCLUSIVE WORKPLACE

GOAL 5

Our workforce is inclusive, reflecting the diversity of the communities we serve

COMMITMENTS

- Improve the diversity of our organisation at all levels to be representative of our communities
- Celebrate and promote diversity in our workforce
- Provide a supportive environment so all staff can reach their potential.

GOAL 6

Our staff have the values, skills and knowledge to be inclusive

COMMITMENTS

- Identify and tackle discrimination in all its forms
- Provide managers with the skills to support employees with different needs and plan inclusive services
- Train our staff to identify and avoid unconscious bias and deliver inclusive services.



Responsibility for delivering **Including** Everyone Framework

An underpinning principle of our Framework is that inclusion is everyone's responsibility; we need a collective effort to realise our vision. The following sets out the roles and responsibilities for delivering the Including Everyone Framework:



Page 60

Monitoring and reporting progress

The goals and commitments of our Including Everyone Framework are set every four years and are shared between Cherwell District Council and Oxfordshire County Council.

Sitting beneath this Framework will be an annual action plan for each organisation, that reflect the different ways in which

we are working to make our respective organisations, services and communities more inclusive. The action plans will have indicators to help us measure progress against our goals. Implementation will be overseen by the Inclusion Steering Group and reporting will align with business monitoring.

We will engage in the development of our action plans each year and will produce an annual report to outline our progress. We will seek feedback on how others see and experience our progress as part of the annual reporting process.

References and resources

- Oxfordshire Joint Strategy Needs Assessment
- 'Some are more equal than others: hidden inequalities in a prospering Oxfordshire' 2019/20 Director of Public Health Annual Report
- Equalities and Human Rights Commission
- Stonewall (LGBT+) specific information
- My Life, My Choice
- Age UK Oxfordshire
- Oxfordshire Youth
- Disability Rights UK




Alternative formats

If you require this document in an alternative format, ie easy read, large text, audio, Braille or a community language, please get in touch.

Contact us

 cherwell-dc.gov.uk/contact-us

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Bodicote House, Bodicote
Banbury, OX15 4AA

Stay in touch

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Appendix 2

Inclusive Workplaces Action Plan

Inclusive Workplaces Action Plan					
Commitment	Desired outcome	Progress to date	Actions	Lead officer	Timescale
EDI 3.01 - Improve the diversity of our organisation at all levels to be representative of our communities	The demographics of each level of the council's workforce broadly mirror those of the District and the United Kingdom	Employees are able to record their sensitive data within the self-service area of our HR/Payroll system	Identify additional ways to recruit new staff and promote our job opportunities so that they are brought to the attention of all members of local communities	Assistant Director of HR (with support from the Communities Directorate)	Q.3 2023/24
		Statistics relating to our workforce demographic are reviewed on a quarterly basis and compared to the demographics of the District	Ensure the recruitment process facilitates a diverse workforce	Assistant Director of HR	Q.3 2023/24
			Split out the workforce statistics used for the comparison with the demographics of the district by grade and department	Assistant Director of HR / Performance and Insight Team Leader	Q.3 2023/24
EDI 3.02 – Celebrate and promote diversity in our workforce	All staff can see people like them reflected in the council's communications	We have recently implemented Viva Engage which is a virtual platform that offers various groups that employees can access for causes or topics relevant or if interest to them. These groups can be for anything from useful IT tips and sharing photos of pets or more topically raising awareness of menopause	Promote Viva Engage as a means for employees to set up virtual social groups or employee networks for causes that are important to them. Invite employees to set up such groups and provide a commitment that the council will engage with them if requested	Assistant Director of HR	Q.3 2023/24

Appendix 2

		We ensure internal communications acknowledge all religious holidays and national and international awareness days such as PRIDE month and national women's day	Continue to recognise, acknowledge and celebrate diversity via the Chief Executive's weekly updates and other similar channels	Communications and Marketing Manager	Ongoing
EDI 3.03 - Provide a supportive environment so all staff can reach their potential	Staff satisfaction is consistently high across all backgrounds and identities. They routinely go on to achieve both internal and external promotions	We have recently updated our exit interview process with the intention of capturing useful information around why employees leave, allowing us opportunity to aid retention	Use the Pulse survey (or a similar mechanism) to track over time and across demographics how supported members of staff perceive themselves to be	Assistant Director of HR / Performance and Insight Team Leader	Q.2 2023/24
		We always advertise our vacancies internally and where there is a skills gap, we will advertise externally	Develop and agree a comms plan for promoting the development opportunities we have on offer to our employees to aid their career progression	Assistant Director of HR / Communications and Marketing Manager	Q.2 2023/24
		We offer a wide range of training and development opportunities and capitalise on the apprenticeship levy and have a dedicated resource to facilitate, co-ordinate and promote this	Continue to ensure all vacancies are advertised internally	Assistant Director of HR	Ongoing
EDI 3.04 - Identify and tackle discrimination in all its forms	Efforts to tackle discrimination are robust, evidence-based and dynamic	<p>Employees complete mandatory e-learning on equality and diversity</p> <p>Our Employee Code of Conduct sets out expectations around the behaviours of our employees</p> <p>We have a grievance policy and procedure in place that provides employees with a mechanism to raise such issues</p>	Review the processes in place for investigating and taking necessary action in response to potential issues of discrimination being brought to HR's attention	Assistant Director of HR	Q.3 2023/24

Appendix 2

EDI 3.05 - Provide managers with the skills to support employees with different needs and plan inclusive services	All our clients and staff feel that the council treats them with respect and is responsive to their needs	Our Employee Code of Conduct sets out expectations around the behaviours of our employees	Use the Pulse survey (or similar mechanisms) to track employee's perceptions on these issues over time	Assistant Director of HR / Performance and Insight Team Leader	Beginning in Q.2 2023/24
		As a Council we do our utmost to support any reasonable adjustments that employees may need due to health reasons or to support their work/life balance	Offer training to managers on how to ensure inclusivity within their teams and services	Assistant Director of HR	Q.4 2023/24
EDI 3.06 – Train our staff to identify and avoid unconscious bias and deliver inclusive services.	Our staff are proactive in questioning their own assumptions and looking for ways to make service delivery more inclusive.	We ensure all managers that conduct recruitment are appropriately trained. This training includes a focus on recognising unconscious bias.	Offer further training specifically on unconscious bias across the workforce	Assistant Director of HR / Learning and Development Manager	Q.3 2023/24

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