

**Committee:** Personnel Committee  
**Date:** Thursday 3 September 2009  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### Membership

Councillor Victoria Irvine (Chairman)	Councillor Rick Atkinson (Vice-Chairman)	
Councillor Ken Atack	Councillor Chris Smithson	Councillor Douglas Williamson
Councillor Norman Bolster	Councillor Lawrie Stratford	Councillor Barry Wood
Councillor Russell Hurle	Councillor Rose Stratford	
Councillor G A Reynolds	Councillor Lynda Thirzie Smart	

**Substitutes** Any member from the relevant political group except Members of the Appeals Panel.

## 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 1 - 4)

To confirm as a correct record the Minutes of the meeting of the Committee held on 7 July 2009

6. **Safeguarding Children and Young People** (Pages 5 - 30)

Report of the Head of Recreation and Health and the Head of Human Resources

**Summary**

To approve the Council's new Safeguarding Children and Young People Policy, Procedures and Self Assessment Action Plan.

**Recommendation**

The Committee is **RECOMMENDED** to approve the Council's new Safeguarding Children and Young People Policy, Procedures and Self Assessment Action Plan.

7. **Staff Survey 2010** (Pages 31 - 43)

Report of the Head of Human Resources

**Summary**

In 2008 the Council undertook its first comprehensive staff satisfaction survey and made a commitment to repeat the survey every two years. This report updates the Committee on progress since the last survey and outlines the plans for the next survey in January 2010.

**Recommendation**

The Committee is **RECOMMENDED** to note the plans for the 2010 staff survey and the progress which has been made against the action plan arising from the 2008 survey

8. **Employment Statistics Quarter 1 - 2009/2010** (Pages 44 - 46)

Report of the Head of Human Resources

**Summary**

This report details employment statistics, by Directorate, for information and monitoring purposes.

**Recommendation**

The Committee is **RECOMMENDED** to resolve to note the contents of this report.

**9. Workforce Planning (Pages 47 - 52)**

Joint Report of the Chief Executive and Head of Human Resources

**Summary**

This report updates Members on the progress around workforce planning which aims to ensure the Council has sufficient skills and capacity for future needs.

**Recommendation**

The Committee is **RECOMMENDED** to comment on and endorse the contents of this report.

**10. Exclusion of the Public and Press**

The following report contains exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

3– Information relating to the financial or business affairs of any particular person (including the authority holding that information).

4 – Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holder under, the authority.

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

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

**11. Corporate Debt Recovery (Pages 53 - 75)**

Joint Report of The Strategic Director Customer Service And Resources and The Head Of Finance

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to Alexa Coates, Legal and Democratic Services alexa.coates@cherwell-dc.gov.uk (01295) 221591 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. The definition of personal and prejudicial interests is set out in the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

**Personal Interest:** Members must declare the interest but may stay in the room, debate and vote on the issue.

**Prejudicial Interest:** Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

### **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.

### **Queries Regarding this Agenda**

Please contact Alexa Coates, Legal and Democratic Services alexa.coates@cherwell-dc.gov.uk (01295) 221591

**Mary Harpley**  
**Chief Executive**

Published on Tuesday 25 August 2009

# Agenda Item 5

## Cherwell District Council

### Personnel Committee

Minutes of a meeting of the Personnel Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 7 July 2009 at 6.30 pm

Present: Councillor Victoria Irvine (Chairman)

Councillor Rick Atkinson  
Councillor Ken Atack  
Councillor Norman Bolster  
Councillor Chris Smithson  
Councillor Lawrie Stratford  
Councillor Rose Stratford  
Councillor Barry Wood

Apologies for absence: Councillor Russell Hurle  
Councillor George Parish  
Councillor G A Reynolds  
Councillor Lynda Thirzie Smart

Officers: Mary Harpley, Chief Executive and Head of Paid Service  
Julie Evans, Strategic Director - Customer Service & Resources  
Stephanie Rew, HR Manager  
Alexa Coates, Senior Democratic and Scrutiny Officer

#### 9 **Declarations of Interest**

There were no declarations of interest.

#### 10 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

#### 11 **Urgent Business**

There was no urgent business.

#### 12 **Minutes**

The minutes of the meeting held on 10 June 2009 were agreed as a correct record and signed by the Chairman.

13 **Exclusion of the Public and Press**

**Resolved**

That, in accordance with Section 100A(4) of 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 and 4 of Schedule 12A of that Act.

**EXEMPT**

14 **Chief Executive Objectives and Subcommittee dates**

The Committee considered a report of the Head of Human Resources informing members of the Chief Executive's objectives for 2009-10 which had been agreed by the PRP and Appeals Panel in May 2009.

The Committee considered the appointments to the Personnel Sub Committee who would now be responsible for assessing the Chief Executive's performance against these objectives. It was noted that the Leader would be invited to participate in the appraisal so did not need to be appointed to the Sub Committee.

The following resolution was agreed with no member voting against.

**Resolved**

- 1) That the Chief Executive Objectives set by the PRP and Appeals Panel be noted.
- 2) That a Non Proportional Representation Personnel Sub Committee be established to assess the Chief Executive's performance against these objectives.
- 3) That Councillors: Irvine, Atack, Lawrie Stratford and an opposition member of the Personnel Committee be appointed to the Sub Committee
- 4) That the meetings of the Sub Committee be arranged for 8 October 2009 and 29 March 2010.

15 **Car Scheme**

The Committee considered a report of the Head of Human Resources relating to the Car Lease Scheme.

**Resolved**

That the resolution set out in the exempt minute be agreed.

The meeting ended at 7.05 pm

Chairman:

Date:

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted



## CHERWELL DISTRICT COUNCIL

### PERSONNEL COMMITTEE

3 SEPTEMBER 2009

#### REPORT OF THE HEAD OF RECREATION AND HEALTH AND HEAD OF HUMAN RESOURCES

##### SAFEGUARDING CHILDREN AND YOUNG PEOPLE

#### 1 Introduction and Purpose of Report

- 1.1 To approve the Council's new Safeguarding Children and Young People Policy, Procedures and Self Assessment Action Plan.

#### 2 Wards Affected

None

#### 3 Effect on Policy

- 3.1 Following consultation the changes will require some policy changes

#### 4 Contact Officers

- 4.1 Anne Marie Scott, Head of Human Resources ext 1731  
Paul Marston-Weston, Head of Recreation and Health ext 7095

#### 5 Background

##### 5.1 The Oxfordshire Safeguarding Children Board (OSCB)

The Children Act 2004 requires each authority to establish a Safeguarding Children Board. The OSCB is the key statutory mechanism for agreeing how the relevant organisations in Oxfordshire will cooperate to safeguard and promote the welfare of children in the County, and for ensuring the effectiveness of what they do.

- 5.2 The OSCB coordinates and ensures the effectiveness of its member organisations with regard to safeguarding and promoting the welfare of children in Oxfordshire. It is not a service delivery organisation, nor a commissioning body. It has close links with the Oxfordshire Children and Young People's Trust (OCYPT).

- 5.3 Cherwell District Council is a member organisation and is currently represented on the OCYPT by Councillor Daniel Sames. The Head of Recreation and Health is the lead officer on operational matters and attends the OSCB on a rotation basis with other district officers and the Head of Human Resources is the lead officer for Human Resource issues.

The policy and procedure functions of the OSCB include:

- Developing policies and procedures for safeguarding and promoting the welfare of children.
- Recruitment, selection and supervision of people who work with children.
- Investigating allegations concerning people who work with children.
- Safety and welfare of children who are privately fostered.
- Cooperation with neighbouring children's service authorities.

- Monitoring of policies.
- Involvement in domestic violence and bullying.

Additional functions include:

- Training
- Communication and awareness
- Monitoring and evaluation
- Participating in planning and commissioning
- Serious case conference reviews
- Unexpected child deaths reviews

- 5.4** As a member of the OSCB the Council has a duty to ensure that it carries out its responsibilities as a Board member and that it effectively contributes to the above functions. As a part of this the Council is required to ensure staff and the public are aware of the Council Safeguarding Children Procedures and that these effectively cover all of the above functions.
- 5.5** The Council had previously adopted a Child Protection Policy and a Criminal Records Bureau checks procedure and these now need incorporating into the proposed procedures and policy. In particular the procedures need to include information in relation to child death reviews and allegations made to staff and volunteers working with children.
- 5.6** A copy of the revised draft safeguarding Children Policy and Procedures is provided in Appendix A.
- 5.7** Once the Draft Council Safeguarding Children Procedures have been agreed they will be put on the Council intranet and web site. The Head of Human Resources is in the process of developing a Safeguarding Children Training Programme that will be rolled out to staff as appropriate for their professional and service needs. The new Safeguarding Children Procedures will form a core part of that training programme.

Following a recent Joint Area Review Inspection a number of actions were required to be implemented in relation to the functioning of the Safeguarding Children Board. One of these actions is that the Board need to be reassured that the partner agencies are compliant with the requirements of the 'Working Together to Safeguard Children' HM Government 2006.

As a result each partner agencies has been required to complete a Self- Assessment Tool and Action Plan. The draft Self- Assessment and Action Plan and draft training plan for Cherwell District Council are set out in Appendix B & C.

## **6 Risk Assessment, Financial Effects and Contribution to Efficiency Savings**

6.1 The following details have been approved by Karen Muir, Service Accountant ext 1545 and Rosemary Watts – Risk management and insurance officer ext 1566 .

### **6.2 Risk Assessment**

The risk associated with not implementing the policy, procedures and action plan is non compliance with legislation (Safeguarding Vulnerable Groups Act 2006). The Council is required to develop Safeguarding Children policies and procedures as part of its obligations under the Children Act 2004. Adopting and implementing this new policy and procedures will further strengthen the Council position with regard to safeguarding children and young people and staff

6.3 **Financial Effects**

There are no financial implications in relation to the development and promotion of the new Safeguarding Children Procedures. These have been absorbed within existing resources.

6.4 **Efficiency/Savings**

There are no efficiency savings arising from this report

**7 Recommendations**

- 7.1 The Committee is **RECOMMENDED** to approve the Council's new Safeguarding Children and Young People Policy, Procedures and Self Assessment Action Plan.

Background Papers:

Annex A Policy and Procedures

Annex B Safeguarding Self Assessment and Action Plan

Annex C Training Plan

 <p><b>Cherwell</b> DISTRICT COUNCIL NORTH OXFORDSHIRE</p>	<p><b>Safeguarding Children and Young People Policy and Procedures</b></p>
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## Introduction

1. Cherwell District Council (CDC) aims to work in a way that helps, as far as possible, to safeguard children from harm, and support their development as members of the community.
2. CDC will ensure that:
  - all employees involved in working with children implement good working practices to ensure a safe and healthy environment;
  - all employees are aware of child protection issues both in the context of organised activities and within the home and community;
  - standard procedures are in place to protect the child when suspected abuse or actual abuse is reported and that all employees providing services for children understand these procedures;
  - when child abuse is reported it is recognised that the child is potentially at risk and the safety of the child is paramount.
3. CDC recognises that in providing services for children there is a need to provide and maintain a high degree of physical and emotional wellbeing for children. Therefore the following procedures will be implemented through employees:
  - ensuring employees are aware of the safeguarding children and young people policy and procedures;
  - ensuring employees and members of the public can effectively report concerns about children at risk;
  - operate sound recruitment and selection procedures for employees to ensure suitability for working with children;
  - identify and enable appropriate child protection training to take place for employees who work with children;
  - demonstrate best practice in ensuring the safety of young people.

## Recruitment and Selection of Employees

4. CDC has a legal obligation to ensure that job applicants do not have a history that would make them unsuitable for posts involving contact with children.

In addition to the normal conditions of satisfactory references, medical reports/examinations and asylum and immigration checks, offers of appointment to positions where this work is likely to involve regular

contact, or occasional unsupervised contact, with children and young people is subject to receipt of a satisfactory Disclosure from the CRB.

**The CRB Policy must be adhered to and sets out clear guidelines for recruitment. The CRB Policy must be read in conjunction with the Safeguarding Children and Young People Policy**

### Current Protocol

5. The Corporate Health and Safety Manager will carry out a risk assessment for all identified posts. In the event that restrictions cannot be applied/managed, the individual is not permitted to commence employment until satisfactory clearance has been received by the Council. If restrictions can be applied to the role to negate any risks prior to the receipt of CRB clearance the employee can commence working however continued employment under these circumstances will still be conditional upon receipt of a satisfactory Disclosure being received. Failure to obtain CRB clearance will result in non engagement/instant dismissal. This policy and procedure includes paid employees, elected Members and contractors.

### Forthcoming Changes

6. As at 12 October 2009 the ISA (Independent Safeguarding Authority) scheme will enhance the current CRB scheme. Enhanced CRB applications from this date will reveal the new barred list information where a request is made for the equivalent of the existing POCA or POVA check.
  - *POVA Check - The Protection of Vulnerable Adult list is managed by the Department for Children, Schools & Families (DCSF) on behalf of the Department of Health (DH), of people banned from working with vulnerable adults. A POVA check is done as part of the Protection of Vulnerable Adults to confirm your applicant is not barred.*
  - *POCA Check - The Protection of Children Act list is managed by the Department for Children, Schools & Families (DCSF) on behalf of the Department of Health (DH), of people banned from working with children. A POCA check is done as part of the Protection of Children Act to confirm your applicant is not barred from working with children.*
7. From July 2010 those who are new to the workforce, those who are changing roles to take on regulated activity and those changing jobs whilst working in regulated activity may apply for ISA registration. From July 2010, individuals can apply for ISA-registration and a CRB check (including an ISA check) on one new application form.
8. From this date employers, social services and professional regulators have a duty to refer to the ISA any information about individuals who may pose a risk ensuring potential threats to vulnerable groups can be identified and dealt with.

9. So as not to disrupt normal recruitment over the traditionally busy summer period, the legal requirement for employees to register with the ISA and employers to check their status will come into force in November 2010. From November 2010 it will be mandatory for new entrants or job movers in the regulated activity to be ISA registered before they start in their new post.
10. From January 2011 until July 2015, our existing employees who work in a regulated activity will be subject to ISA registration. The ISA check will reveal if the person is registered and able to work with children and/or vulnerable adults. The CRB check will reveal if the person has a criminal record or if there is any relevant non conviction information.
11. CDC will subscribe to an individual's registration status and receive regular updates if that status changes. The aim of these forthcoming changes is that in five years time it will be illegal to employ someone who is not registered with the ISA.

### **Training**

12. Training is a crucial element in supporting employees to meet their responsibilities toward safeguarding children. The L&D team will provide an in-house, dedicated training programme. There are three levels of training which respond to the specific types of contact employees have with children, young people and vulnerable adults, (CYP & VA).

#### **13. Level 1 (Introductory)**

A short 'E' learning package that provides employees with a basic understanding of the principles of and their responsibilities toward safeguarding children. This is mandatory for all existing employees and will form part of the induction process for new staff.

#### **14. Level 2 (Generalist)**

This ½ day training course covers issues such as definitions, indicators and managing concerns and is designed for employees who work with or have contact with children, young persons or vulnerable adults for more than 3 days in any period of 30 days, or have an obvious role in enabling CDC to meet its responsibilities. This includes all employees and who:

- Are subject to a CRB check
- Have direct contact with CYP or VA (i.e. community & sports development, leisure centre or museum staff)
- Have contact through working with families (i.e. benefits, housing, environmental health)
- Have contact through working in public places (i.e. street wardens)
- Have contact through property visits (i.e. planning officers, refuse collectors, investigation officers)

- Manage employees working with apprentices or work experience students
- Have contact as part of customer services (i.e. customer service centre staff)
- Have indirect contact through policy or enforcement (i.e. employees responsible for CRB checks, licensing officers)
- Are contracted employees falling into any of the above categories
- Are responsible for recruiting staff
- Have contact as part of running or planning community events
- Are members who have access to CYP &VA or their families either on an informal or formal basis.

### **15. Level 3 (Specialist)**

This course is designed for any employees who work with children young persons, vulnerable adults, families or carers and who are lead/designated/named members for CDC with a specific responsibility for safeguarding children within their job role. It is delivered by specialist trainers within Oxfordshire Safeguarding Children Board (OSCB)

The implementation of a 'refresher' programme will ensure the maintenance of levels of awareness and provide details of any change.

### **Definitions of Abuse**

16. Abuse of a child may arise through neglect or through infliction of harm, or by failure to act to prevent harm. Children may be abused in a wide variety of settings, by people known to them, or by strangers.
17. There is a difference between significant harm (which may warrant legal action if a parent inflicted it on a child) and what might be relatively minor but quite unacceptable if done by an employee.
18. Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer feigns the symptoms of, or deliberately causes, ill health to a child for whom they are caring.
19. Emotional abuse is the persistent emotional ill-treatment of a child such as to cause severe adverse effects on the child's emotional development. For example, it may involve conveying to children that they are worthless or unloved, inadequate, or valued only in so far as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve causing children to frequently feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of ill-treatment of a child, though it may occur alone.

20. Sexual abuse involves forcing or enticing a child or young person to become involved in any way in sexual activities, whether or not the child is aware of what is happening.

21. Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, and is likely to result in the serious impairment of a child's health or development.

### **The Signs of Abuse**

The following factors should act as indicators in situations of potential or actual child abuse:

- unexplained or suspicious marks, bruises, fractures; burns/scalds and injuries to the mouth and eyes;
- the child is in a poor physical condition or has delayed speech and language development;
- a change in the child's behaviour or appearance;
- inappropriate sexual awareness;
- a statement by a child that he or she has been victimised;
- distrust of adults, particularly those with whom a close relationship would normally be expected;
- difficulty making friends;
- prevention from socialising with other children.

22. It should be recognised that this list is not exhaustive and the presence of one or more of these indicators is not proof that abuse is actually taking place. It is not the responsibility of CDC employees to decide if child abuse is occurring but it is their responsibility to act on concerns, and notify the appropriate person or organisation.

### **Responding to Disclosure, Suspicions and Allegations of Abuse**

23. It is not the responsibility of CDC employees to decide whether or not child abuse is taking place. False allegations of abuse do occur, although they are extremely rare. If a child says or indicates that they are being abused or information is obtained which gives concern that a child maybe being abused immediate action should be taken.

### **Confidentiality**

24. Confidentiality is a key issue in safeguarding children. Whilst information generally should not be shared, it must be shared with appropriate agencies to ensure that a child is not left unprotected.

### **Data Protection**

25. Occasionally there will be a need or requirement to collect and use certain types of information on children. This personal information must be dealt with properly however it is collected, recorded and used – whether on paper, in a computer, or recorded on other material - and there are



safeguards to ensure this in the Data Protection Act 1998. (Personal information is data that relates to a living individual who can be identified from the data).

26. The lawful and correct treatment of personal information is very important and wherever such information is kept there is a need to comply and adhere to the principles of data protection, as enumerated in the Data Protection Act 1998. CDC's Data Protection Policy is available on the intranet.

### **Reporting Concerns**

27. If you have any concerns you should write down what you have seen or heard that gives you concern, keep that document safe and confidential, and contact your line manager or one of CDC's Nominated Officers as soon as possible.

### **Nominated Officers**

28. The lead officers for safeguarding children and young people at CDC are:

**Head of Recreation and Health**      Tel: 01295 227095

**Head of Human Resources**      Tel: 01295 221731

29. These people are available to advise employees and elected members and are required to:
- be familiar with child protection procedures;
  - ensure there are effective internal procedures to handle concerns;
  - be the link person with relevant agencies;
  - attend appropriate training.

### **Suspected Abuse or Bullying by Council Employees**

30. Should an allegation of child abuse be made against a Council employee, the Council's Complaints and/or Disciplinary Procedures will be followed and appropriate action taken.
31. All allegations of abuse against an employee must be reported to the Nominated Officers. In cases involving employees in an allegation of sexual abuse, including the observing, handling or distributing of materials in any media that involve the sexual abuse of children, the matter will be immediately referred to the police by the Nominated Officers.
32. CDC recognises that it may be difficult to inform on colleagues but assures all employees that it will fully support and protect anyone who, in good faith (without malicious intent), reports his or her concerns about a colleague's practice or the possibility that a child may be being abused or bullied.

**Acceptable and Unacceptable Behaviour**

33. CDC has published Safeguarding Children Guidance to support employees and elected members in understanding what is acceptable and unacceptable behaviour when working with children (Annex A).
34. CDC has a duty to have a designated officer to be involved in the management and oversight of individual cases. This person has responsibility for:
- Ensuring that CDC operates procedures for dealing with allegations in accordance to Oxfordshire Safeguarding Children Board Guidance;
  - Resolving inter-agency issues;
  - Liaison with the Oxfordshire Safeguarding Board on any issues.

**The contact for CDC is the Head of Human Resources.**

**Child Death Review Process**

35. All members of the Oxfordshire Safeguarding Board are required to provide a senior officer contact to the Board. This person will act as a first point of contact for any deaths of children / young people that the organisation may be the first to be aware of and to ensure that there is an effective response.
36. If you become aware of a child death in the course of your professional duties you should immediately contact one of the Nominated Officers.

**Annex A**

**Promoting Good Practice when working with children**

37. It is possible to reduce situations in which abuse can occur and help protect employees by promoting good practice. The following guidelines should be used to ensure this can be achieved:

- Always ensure that you follow safer recruitment practices and undertake CRB checks;
- always work in an open environment, avoiding private or unobserved situations;
- always put the welfare of each child first;
- maintain a safe and appropriate distance with children and young people;
- build balanced relationships based on mutual trust which empowers children to share in the decision making process;
- make activities fun, enjoyable and promote fair play;
- ensure that if any form of manual / physical support is required, it should be provided openly and with due care;
- keep up to date with the appropriate technical skills and qualifications;
- ensure that if children are supervised that they are accompanied by at least two employees;
- be an excellent role model - this includes not smoking or drinking alcohol in the company of children;
- give enthusiastic and constructive feedback rather than negative criticism;
- recognise the developmental needs and capacity of children;
- ensure that equipment and facilities are safe and appropriate to the age and ability of the child;
- ensure that use of photographic and filming equipment is appropriate and permission of parents has been sought;
- ensure that high standards are maintained at all times.

**Practice to be avoided**

38. The following should be avoided except in emergencies. If cases arise where these situations are unavoidable they should only occur with the full knowledge and consent of a senior officer or the child's parent or guardian, for example:

- spending excessive amounts of time alone with children away from others;
- taking children alone on car journeys, however short;
- taking children to your home.

39. Employees should never:

- engage in rough, physical or sexually provocative games, including horseplay;
- allow or engage in any form of inappropriate touching;
- allow children to use inappropriate language unchallenged;
- make sexually suggestive comments to a child, even in fun;

## APPENDIX A

- allow allegations made by a child to go unrecorded or not acted upon;
- do things of a personal nature for children that they can do for themselves;
- invite or allow children to stay at their home;
- constantly shout at and/or taunt a child to 'keep control'.

# Oxfordshire Safeguarding Children Board

## Safeguarding Self Assessment and Action Plan



### FORWARD;

This Self Assessment Tool brings together the DCSF regional allegations and safe recruitment network audit and standards from section 11 that should be common to ALL organisations as described in “Working Together “2006.

It has been designed as a tool to enable all organisations to undertake a benchmarking assessment in relation to a number of key areas surrounding the safeguarding agenda.

In developing the Tool, consideration has been given to the requirements of inspections including CSCI, Ofsted and HCC.

We would recommend that this Tool is used, as a minimum, on an annual basis to ensure that any changes to legislation or guidance are taken into consideration and that the assessment be made using the RAG (Red, Amber, and Green) rating.

- Where the assessment of an area indicates
- Red - standard not met, and should be considered as a priority for addressing.
  - Amber - partially met and requires input but not as a matter of urgency.
  - Green - fully met and would indicate that there is no further development work required at that time.

It will be the responsibility of each agency to undertake their own assessments and to develop their own action plan to address both red and amber areas. Support and advice can however be provided through the monitoring and evaluation subgroup of OSCB (Oxfordshire Safeguarding Children’s Board).

The completed audit tool should be returned to the monitoring and evaluation group at [oscb@oxfordshire.gov.uk](mailto:oscb@oxfordshire.gov.uk)

**Tan Lea**  
**Chair Monitoring and Evaluation Group**

APPENDIX B

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
<b>Standard 1</b>  <b>Senior Management commitment to the importance of safeguarding and promoting children and young people's welfare.</b>	What position at Senior level has responsibility for safeguarding in your organisation and is this role being fulfilled?	Heads of Service and members of SMT. Lead Officers are Head of Recreation and Health and Head of Human Resources.	Ensure Nominated Officers attend C training and have refresher training every 3 years		Amber	Q4 09/10	C Harvey
	Is the Senior Manager aware of his/her responsibilities under Section 11 of the Children Act (2004) and Working Together (2006)?	This is overseen by HR Managers Safe practice notes are issued as part of recruiting process.	Identify which staff fall into which category for clearance and training provision			Q3 09/10	AMS
	Are other Senior Managers kept informed of all issues relevant to safeguarding and promoting welfare?	Recruiting managers are provided with recruitment training.	Ensure managers recruiting and responsible for <b>category A</b> employees are trained and receive refresher training every 3 years at Category B level			Q4 09/10	C Harvey
		Only Recreation and Health and Housing has direct regular contact with young people (20 staff members plus casual and seasonal workers)	Provide regular information updates internally and to other District Nominated Officers			Q4 09/10	PMW
			Provide copies of OSCB Minutes and briefing notes internally and to other District Council Nominated Officers Reports to wider leadership team meetings			Q4 09/10	PMW

**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
	Please identify relevant strategic documents within your agency regarding service delivery to children and young people Is your commitment to safeguarding and promoting welfare explicitly reflected in these strategic documents?  Is your organisation's contribution to the children and young people's plan reflected in these strategic documents?	Safeguarding Policy and Procedures to be adopted by Executive in September 2009	Put Safeguarding Children Policy and procedures in place: Finalise Policy and Procedures document endorsed by CMT/Exec  Review existing strategies to ensure relevance		Amber	Q309/10	AMS
					Amber	Q4 09/10	AMS
	Are children and young people's views taken into account when developing services?	Specific consultation on appropriate services does take place.	Ensure consultation takes place in all relevant service areas		Amber	Q4 09/10	All Service Heads
	Is there an action plan or work taking place to meet all 12 standards?	This action plan	To implement this action plan		Green	Q3 09/10	All service Heads
<b>Standard 2</b>  <b>A clear statement of the agency's responsibilities towards children and young people is available for all staff.</b>	Agencies should have a safeguarding policy which complies with inter-agency/OSCB procedures.  All staff is made aware of the policy and any updates.  New staff is provided with a copy of the safeguarding policy and any additional guidance as part of their induction.	Key elements of safe recruitment practices (OSCB) is issued to all recruiting managers prior to commencing recruitment. Also CRB and Child Protection Policies in place and covered as part of the standard induction for all staff.	Ensure all staff are aware of the Council's Policy and procedures : information, Policy and Procedures to go on the intranet, Cascade  Safeguarding information provided as part of induction process for new staff	OSCB procedures  Working Together to Safeguard Children 2006	Amber	Q3 09/10  Q3 09/10	AMS



**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
	All safeguarding policies are reviewed and updated regularly (ideally on an annual basis).						
<b>Standard 3</b> <b>Partner organisations/ services have an accountability structure for work to safeguard and promote the welfare of children and young people.</b>	<p>Is the line of accountability (position, not name) from an individual employee up to the most senior person with overall responsibility shown diagrammatically in relevant procedures?</p> <p>Is the individual's responsibility to safeguard and promote welfare expressed in their job description?</p> <p>Do individuals in regular contact with children and young people receive supervision and an appraisal?</p> <p>Do you have a designated individual to whom concerns about a child/young person are reported to and does this individual have a job description?</p>	Normal chain of command/staff structure clearly shows reporting lines.	<p>Diagram showing accountability to be included in Policy and procedures</p> <p>Nominated Officers and all posts that are CRB checked: Job descriptions to be updated to identify individual has responsibility to safeguard and promote welfare of children</p>		Amber	<p>Q3 09/10</p> <p>Q4 09/10</p>	<p>AMS</p> <p>AMS</p>
<b>Standard 4</b> <b>All organisations ensure service development takes account of the need to</b>	<p>Is Service development - based on an assessment of need</p> <p>Involve children, young people and families</p>	Implicit rather than explicit as part of diversity/equalities policies and procedures. See above.	To be included as part of : Service Plan, Risk Assessments		Amber	Q1 10/11	AM and S/Heads of Service

**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
<b>safeguard and promote the welfare of C&amp;YP</b>	Contributes to achieving better outcomes for children and young people						
<b>Standard 5</b> <b>All Partner organizations will ensure personnel are trained in safeguarding and promoting welfare of C&amp;YP</b>	<p>All employed staff, elected members and volunteers who have contact with children to receive basic safeguarding training – at level A every 3 years</p> <p>Designated staff to receive level C training every 2 years</p> <p>Agencies to monitor take-up / access to training</p> <p>Annual reports on access to training to be submitted to OSCB</p> <p>For new staff, training should be part of induction process.</p>	Training programme to be put in place (see Appendix A)	<p>All staff and elected members who have contact with children to receive basic A level training every 3 years. Designated staff to receive level 2 and 3 training every 3 years</p> <p>Training programme to be developed and implemented</p>	<p>OSCB/Websi te used to access appropriate training.</p> <p>Section 11, Children’s Act 2004 Section 175 Education Act ‘What to do if you’re worried a child is being abused’ booklet <a href="http://www.baspca.n.org.uk">www.baspca.n.org.uk</a></p> <p><a href="http://www.nspcc.org.uk">www.nspcc.org.uk</a> Framework for the Assessment of Children in Need and their Families (DoH)</p>	Red	Q4 09/10	CH  James Doble
<b>Standard 6</b> <b>All Partners will</b>	Enhanced CRB checks on all staff who have, or are likely to have, unsupervised contact	All staff who may come into contact with children and/or vulnerable adults are required	Review CRB checking procedure annually	Safe recruitment document	Green	Q4 09/10	SR

**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
<p><b>ensure that all staff with access to C&amp;YP are properly selected and vetted to ensure inappropriate individuals do not gain access to C&amp;YP.</b></p>	<p>with children, require access to Contact Point when it becomes available Handle personal/sensitive information relating to children.</p>	<p>to be CRB cleared and are not permitted to work unsupervised with these groups until clearance received. Full risk assessment completed for each post by Corporate H&amp;S Manager</p>	<p>All HR staff involved in the process to have safer recruitment training</p>	<p><a href="http://www.crb.gov.uk">www.crb.gov.uk</a></p> <p>Protection of Children Act 1999</p> <p>Vulnerable adults bill/Independent safeguarding authority</p>	<p>[Redacted]</p>	<p>Q1 10/11</p>	<p>SR</p>
	<p>Key HR staff engaged in the recruitment process have accessed appropriate safe recruitment training (Warner interviews, NSCL on line training)</p>	<p>Appropriate training is provided for all relevant HR staff</p> <p>Clear guidelines are provided to recruiting managers. Docs are double checked by HR team</p>	<p>Relevant HR policies to be reviewed on rolling programme: Whistle blowing; complaints, Recruitment</p> <p>Update recruitment policy to incorporate ISA registration requirements</p>				
	<p>Recruitment and selection: Undertake a quality assurance role which includes remedial action and support plans where policies are not sufficiently robust or compliant</p>						
	<p>Risk assessments are carried out where appropriate on all individuals where CRB indicates a positive disclosure</p>						
<p><b>Standard 7</b></p> <p><b>Organisations will contribute to effective inter agency</b></p>	<p>Do all relevant staff have access to OSCB Procedures?</p> <p>Have all relevant staff received their own copy of</p>	<p>Available on the intranet and issued with recruitment documentation.</p>	<p>Policy and procedures to be widely available and signposted. Highlighted in team briefings and Cascade</p>		<p>Amber</p>	<p>Q3 09/10</p>	<p>RH</p>

**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
<b>working to safeguard C&amp;YP</b>	<p>“What to do if you’re worried a child is being abused” (2006)?</p> <p>Is your commitment to inter-agency working explicitly reflected in strategic documents?</p> <p>Is there supporting guidance, training materials, checklists and codes of conduct for adaptation by different occupational groups?</p>	Formal membership of OCYPT/OSCB					
<b>Standard 8</b> Partner organizations will have arrangements for effective information sharing	<p>Is your organisation signed up to the OSCB information sharing protocols?</p> <p>Are relevant staff trained in the protocol?</p> <p>Is there written guidance on keeping accurate and up to date agency records together with a statement about confidentiality?</p> <p>Have relevant staff received a copy of “What to do if you’re worried a child is being abused” (2006)?</p>	Formal information sharing protocol in place	Annual review of protocol		Green	Q3 09/10	
<b>Standard 9</b> All partner organizations address issues of diversity in their work to	<p>The Child Protection Policy is explicit that all children have equal rights to protection.</p> <p>Recruitment and selection:</p>	<p>Child protection, equalities and diversity policies in place.</p> <p>Equalities monitoring takes place throughout the year.</p> <p>Child protection policy explains</p>	Review equality impact assessments and monitor to ensure compliance		Green	Q2 10/11	PG

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**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
safeguard C&YP	<p>Is there an infrastructure in place to ensure child protection procedures contain guidance on safe recruitment?</p> <p>Codes of conduct/behaviour include statements about the responsibility to treat one another with dignity, respect, sensitivity and fairness.</p> <p>Codes of conduct/behaviour make it clear that discriminatory, offensive, violent and bullying behaviour are unacceptable and that complaints will be acted upon.</p> <p>Records of gender, age, disability, faith, language and ethnicity are made to ensure appropriate service provision and to assist with future service planning.</p> <p>Information provided is in a format and language that can be easily understood by all service users.</p>	<p>the recruitment and selection procedures provide guidance on safe recruiting</p> <p>The recruitment and selection procedures expand on guidance regarding safe recruiting.</p> <p>Procedures in place.</p> <p>Extensive, inclusive and representative consultation takes place as part of service planning.</p> <p>Translation services available on request.</p>					

**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
<b>Standard 10</b>  <b>All partner organizations will work closely and effectively through agreed mechanisms to monitor performance in safeguarding and promoting the welfare of C&amp;YP and evaluate effectiveness of the standards.</b>	<p>A written plan showing what steps will be taken to achieve the standards in this document, who is responsible for what actions and when these will be completed.</p> <p>Resources essential for implementing the plan are made available.</p> <p>Policies and practices are reviewed at stated intervals; ideally at least every 3 years and revised in the light of changing needs; changes in legislation or guidance and experience.</p>	<p>Agreed safeguarding action plan adequately resourced to ensure delivery.</p>	<p>Completion and implementation of this action plan</p> <p>Review of all relevant policies and procedures on a rolling 3 year programme</p>		<p>Amber</p> <p>Amber</p>	<p>Q2 10/11</p> <p>Q3 11/12</p>	<p>AMS</p>
<b>Standard 11</b>  <b>All partners have written procedures for handling complaints and allegations against staff/</b>	<p>Agencies have procedures for dealing with allegations of abuse made against staff that complies with interagency OSCB procedures</p> <p>Each agency nominates a senior member of staff who has the designated responsibility for ensuring allegations procedures are followed and who oversees the process.</p> <p>Is there a model whistle-blowing policy available: Is it included in interagency safer recruitment training? Is it monitored and reviewed?</p>	<p>Procedures in place and operational</p> <p>Head of Recreation and Health/Head of Human Resources</p> <p>Employee Confidential Reporting Policy is available via the intranet or direct from HR</p> <p>As part of induction and HR</p>	<p>Monitor effectiveness of existing procedures</p>	<p><a href="http://www.crb.gov.uk">www.crb.gov.uk</a> Protection of Children Act 1999</p> <p>Vulnerable adults bill/Independent safeguarding authority</p> <p>Allegation guidance. Safe working practice document OSCB</p>	<p>Green</p>	<p>Q1 10/11</p>	<p>AMS</p>

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APPENDIX B

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
	<p>All staff are made aware of the existence of the allegation procedures which should contain a section on whistle blowing.</p> <p>Staff are made aware of guidance relating to appropriate behaviour (e.g. use of physical restraint, professional boundaries etc). <u>Designated Staff</u></p> <p>Agencies have an identified designated member of staff who acts as the first point of contact for staff raising concerns about children. Designated staff is trained to an appropriate level and training is refreshed every 2 years.</p> <p>Designated staff takes the lead for the agency in liaising with other agencies/OSCB and collates referrals.</p>	<p>procedures</p> <p>As part of specific safeguarding training.</p> <p>Head of Recreation and Health/Head of Human Resources.</p>		<p>website 'What to do if you're worried a child is being abused' booklet <a href="http://www.baspca.n.org.uk">www.baspca.n.org.uk</a> <a href="http://www.nspcc.org.uk">www.nspcc.org.uk</a></p> <p>Framework for the Assessment of Children in Need and their Families (DoH)</p> <p><a href="http://www.ncrgsa.com">www.ncrgsa.com</a> (National Control and Restraint General Services Association)</p> <p>Section 11, Children's Act 2004 Section 175 Education Act</p> <p>OSCB website 'What to do if you're</p>			

**APPENDIX B**

Standard	Requirement	Your Evidence	Action	Guidance / legislation	Status	Timescale	Lead Officer
				worried a child is being abused' booklet			
<b>Standard 12</b>  <b>All partner agencies have processes and procedures in place so a safe working environment is created and maintained.</b>	Are procedures in place to identify and manage any potential sources of harm to children/young people A code of conduct for staff in place detailing the boundaries of appropriate behaviour between staff and children/young people  Information made available to children, young people and families about safeguarding children and young people including who to contact if they are concerned a child or young person is at risk and how to make a complaint.	Corporate H & S Manager ensures compliance with current guidance.	Review procedures and training on a 3 year basis		Green	Q1 11/12	AMS/CH



Safeguarding C&YP	Description	Time	Scope	Proposed Timings	Actions	Refresher training
Level 1 (Introduction)	90 minute 'E' learning package designed by OSCB for general awareness  Tracking via OSCB	90 minutes	Mandatory for all staff and members  To be included in induction programme for new staff	'E' learning package available from Sept 09	Statement to highlight mandatory completion	Not required but access to E learning package
Level 2 (Generalist)	Detailed course including definitions, abuse indicators and how to deal with concerns for welfare	4 hours	For all staff falling within the policy criteria	Accredited In-house trainer training takes place in Oct & Nov 09  Commence delivery end Nov 09	Identify staff falling into policy criteria  Compile database against Job profiles  Deliver courses and maintain database  Develop long term programme	Every 2 to 3 years  Part of a continual in-house programme
Level 3 (Specialist)	Specialist course to enable people to be able to manage safeguarding children responsibilities	Full day	For any employees who work with children young persons, vulnerable adults, families or carers and who are lead/designated/named members for CDC with a specific responsibility for safeguarding children within their job role.	Dates available from Sept 09	Book relevant people onto available courses	Every 3 years delivered by external specialists

<b>Safer Recruitment</b>	<b>Description</b>	<b>Time</b>	<b>Scope</b>	<b>Proposed Timings</b>	<b>Actions</b>	<b>Refresher training</b>
Update workshop	Session to raise awareness of the law and implications of Safer recruitment	2 hours	All staff who have attended the new Recruitment Interviewing Skills course (approx 25)	Commence Nov 09 post in-house trainer accreditation	Design workshop and roll out to relevant employees	Part of rolling programme
Current Recruitment Interviewing skills course	Existing mandatory course for staff to be able to sit on interviewing panel and to include briefing above. Deadline Jan 10	Full day	10 staff booked onto two courses between now and Dec	To continue as scheduled 2 course through to Dec		Part of rolling programme
Module 1	A course designed to cover the legal aspects, principles, process, and short listing issues	3 hours	All staff involved in the recruitment process including writing job descriptions, adverts, short listing and interviewing	Delivery from Jan 2010	Design and develop module	Part of rolling programme
Module 2	Skills based to support module 1 to include in-depth practice with questioning skills (attitudes and values)	4 hours	All staff involved in the recruitment process including writing job descriptions, adverts, short listing and interviewing	Delivery from Jan 2010	Design and develop module	Part of rolling programme

## CHERWELL DISTRICT COUNCIL

### PERSONNEL COMMITTEE 3 SEPTEMBER 2009

#### REPORT OF THE HEAD OF HUMAN RESOURCES

##### STAFF SURVEY 2010

#### **1 Introduction and Purpose of Report**

- 1.1 In 2008 the Council undertook its first comprehensive staff satisfaction survey and made a commitment to repeat the survey every two years. This report updates the Committee on progress since the last survey and outlines the plans for the next survey in January 2010.

#### **2 Wards Affected**

None

#### **3 Effect on Policy**

- 3.1 None

#### **4 Contact Officers**

- 4.1 Anne Marie Scott, Head of Human Resources ext 1731

#### **5 Background**

##### **5.1 2008 Staff Survey**

In 2008 the Council undertook its first comprehensive staff survey which was run by Ipsos MORI. At that time the Council committed to repeating the survey every two years to make sure that the Council stays in touch with the views and feelings of its entire staff and has this information to hand as makes decisions in the future.

Understanding the prevailing organisational culture is essential to organisational development and staff attitudes and beliefs are fundamental to culture. There are clear links between levels of employee satisfaction and organisational performance. A workforce which feels involved and consulted is more likely to include employees who are motivated and therefore perform at a higher level. A commitment to repeat the survey regularly also provides a continuing focus on employee satisfaction and supports a culture of feedback and learning at all levels.

Ipsos MORI will be re-engaged to undertake this second staff survey which is planned for early 2010 (mirroring the timing of the 2008 survey). Ipsos MORI are the external experts in the field, providing statistical reliability, credibility and confidentiality.

##### **5.2 2008 Findings**

The 2008 survey was undertaken just as the Council was entering the final quarter of a year of major restructure and organisational change. Even so, the survey told us that, on the whole, the Council is seen as a good place to work and as an organisation that is effective and engaged with the needs of its staff. 64% of staff took the opportunity to complete the questionnaire which provided a clear idea of what the council needed to focus on and what was required to change for the Council to continue to be an employer of choice.

The 2008 survey identified a number of key strengths:

- Excellent working atmosphere
  - 90% of people satisfied with friendliness of their colleagues
  - 85% happy with working hours
  - 72% satisfied with working environment
- High commitment to customer service
- 67% of staff said they understood the Council's objectives
- Most were positive about internal communications with 3 in 5 saying they felt informed about what's going on
- Staff supportive of need for change – 75% said they understood why the changes were happening
- Effective line management practices: agreed that line manager is approachable (86%), open and honest (76%) and supportive (75%)

It also revealed a number of areas for improvement:

- Clear desire expressed for staff to have more consultation and opportunities to have their say
- There was a feeling that the Corporate Management Team (CMT) was out of touch and not interested in listening to staff ideas and concerns
- 54% did not agree that change is well managed
- Less than 50% were satisfied with job security
- Some staff felt undervalued and that there was a need to ensure staff are recognised and rewarded. Only a third felt they work for an employer that looks after its employees.

### 5.3 Response to 2008 Findings

As a result of the feedback from the 2008 survey, a detailed action plan was drawn up and endorsed by the Personnel & General Committee in September 2008. Eight key areas were identified for development in the action plan which has been used to inform the HR Strategy for the short-medium term in support of organisational improvement.

- Leadership and Management
- Communication/Consultation/Feedback
- Work-life Balance
- Customer Focus
- Managing Change
- Learning and Development
- Corporate Health (Engagement in Strategic Aims)
- Organisational Development

The action plan was developed through a process of consultation with 'staff survey champions' who were volunteers from around the Council who helped to promote participation in the survey and interpret what people were saying. The action plan, along with a summary of action/progress, is attached as Appendix 1 for information.

Some particularly successful examples of actions resulting from the feedback are:

- CMT 'back to the floor' days – three have been held during the last 18 months with excellent feedback
- Communication campaign via *Inside Cherwell* to explain the roles of the management teams and to introduce individual members of CMT;
- A weekly all-staff message from the Chief Executive
- The first annual management conference

The Council secured re-accreditation as an Investors in People (IiP) organisation in January 2009. This provided real evidence of the positive impact of the early work to implement the

action plan. The findings of the 2010 survey will be benchmarked against the 2008 results to measure changes in staff satisfaction and to give us the opportunity to measure the response to the new initiatives that we have undertaken.

**6 Survey 2010**

6.1 The 2008 survey was undertaken at the end of a period of significant change and at a time when many members of staff had not yet been able adjust to the changes. January 2010 will also be a challenging time to run a staff survey. The implications of job evaluation for individuals' grade and pay will have become clear shortly before the staff survey is run. We will also be getting very close to the beginning of the outsourced contract for the processing of council tax revenues and housing benefits and it is inevitable that staff will be concerned about the current and future financial constraints under which the Council operates.

We will, however, run the survey in January as planned to make sure the results are as a comparable as possible with those from 2008.

The draft project schedule is outlined as follows:

<b>Survey Summary Milestones</b>	<b>Date</b>
Set-up meeting between Cherwell and Ipsos MORI project teams	By mid September
1 <sup>st</sup> draft of questionnaire	By end September
Final questionnaire (including content and formatting)	By 4 December
Distribution of paper questionnaires On line survey goes 'live'	By 12 January 2010
Top line results available	End of February 2010
Draft summary report available	Early March 2010
Report on survey findings to Personnel Committee	June 2010
Action plan to be approved by Personnel Committee	September 2010

**6.2 What can be done better**

The two project teams will review the implementation process used in 2008 to make any improvements and adjustments deemed appropriate.

**6.3 Questionnaire**

As a matter of principle the 2010 will not be significantly different from the one run in 2008 so that the findings can be directly compared. However, as the 2010 questionnaire is developed the project teams may take into account:

- Prevailing economic climate and its impact on the Council
- Where the organisation sees itself now and where it wants to be in the future
- Changes in government initiatives
- Changing organisational priorities
- Action plan, processes and responses as an outcome of 2008 survey
- Review of relevance of 2008 survey categories

The survey, which will take approx 20 minutes to complete, will be in two formats. All those with a Council email address and with access to the internet will be sent an online questionnaire. Those members of staff who do not have internet access will be sent a paper version, together with a reply-paid envelope for return direct to Ipsos MORI.

#### 6.4 **Confidentiality**

The individual responses to the survey will be kept confidential by MORI. An analysis of results for different groups will be carried out but no individual responses will be identified. Ipsos MORI will not supply data to the Council in any format that would allow an employee to be identified. Ipsos MORI is a member of the Market Research Society (MRS) and is bound by its Code of Conduct not to identify individual respondent's views.

#### 6.5 **Survey Champions**

Approximately 20 employees will be appointed as staff survey champions so that there is at least one champion for each service area – a method repeated from the first survey. These employees will be involved in supporting the process by answering questions and/or helping with completing the survey. They will encourage colleagues to complete the survey within the time frame, help allay concerns over confidentiality and encourage involvement. This will ensure that the response rate is maximised.

#### 6.6 **Survey Results**

Staff will be told about the survey results as soon as possible after Ipsos MORI has provided its report. The information will be made available on the intranet and paper copies will be available to all staff who do not have web access.

#### 6.7 **Action Planning**

Once MORI has presented the findings, all service areas will be asked to discuss the staff survey feedback with their teams and provide feedback for the corporate action plan as well as develop local action plans. The staff survey champions will meet to discuss the overall feedback and make recommendations towards the development of a final action plan. These facilitated meetings are an opportunity to get some real examples of good and bad practice and some concrete ideas for doing things differently. The final action plan will go to Personnel Committee in September 2010. Staff will be informed of the key actions to be taken as a result of the survey.

### 7 **Risk Assessment, Financial Effects and Contribution to Efficiency Savings**

7.1 The following details have been approved by Karen Curtin, Head of Finance ext 1551 and Rosemary Watts – Risk Management and Insurance Officer ext 1566 .

#### 7.2 **Risk Assessment**

There are no direct risks as a consequence of this report.

#### 7.3 **Financial Effects**

There are no direct financial consequences of this report.

#### 7.4 **Efficiency/Savings**

There are no efficiencies arising directly from this report.

### 8 **Recommendations**

8.1 The Committee is **RECOMMENDED** to note the plans for the 2010 staff survey and the progress which has been made against the action plan arising from the 2008 survey

## AIMING FOR EXCELLENCE IN PEOPLE MANAGEMENT (STAFF SURVEY ACTION PLAN)

This action plan outlines areas for improvement in people management as the Council moves through the next phase of organisational development. Having completed a structure and process review this plan aims to establish a new identity and culture for the organisation, facilitating staff engagement and commitment. It is informed by the **MORI survey** undertaken in January 2008 and the feedback from the **Investors in People assessment** in June 2008. The aims and actions are also integrated into the development of the Council's new Human Resource Strategy.

### LEADERSHIP AND MANAGEMENT

#### **Develop and launch an on-going campaign via Inside Cherwell to explain the roles of the management teams (CMT, EMT, SMT) and introduce individual members of CMT.**

A series of articles featuring the management team ran in Inside Cherwell:

June 2008 – Mike Carroll introduced performance management

July 2008 – Ian Davies featured encouraging staff to cycle to work

August 2008 – feature on 'Meet the management' explaining what each level of management is responsible for.

September 2008 – Pull out chart showing photos of EMT

October 2008 – Profiles of each member of CMT

November 2008 – Feature on Cherwell's first 'back to the floor' event, featuring CMT. Also feature on management conference

December 2008 – new series to profile council members introduced, starting with Cllr Wood.

February 2009 – Cllr Reynolds featured

March 2009 – Excellent edition, featuring messages from Mary Harpley and Cllr Wood

April 2009 – Excellent reception, featuring Cllrs Wood and Reynolds, and Mary Harpley. Cllr Turner featured.

May 2009 – Staff awards with CMT, and Back to the Floor preview

Cllr Pickford featured.

June 2009 – back to the floor report. Cllr Edwards featured.

July 2009 – Mary Harpley and the chairman opened the picnic area, thanking staff.

August 2009 – Councillor Turner goes back to the floor. Cllr Morris featured.

#### **Include information on management team at recruitment and induction, including photos and personal messages. Involve all directors in induction process.**

Org chart of extended management team (including photos) now included with all recruitment packs.

HR org chart issued at induction meeting.

Member of CMT invited to corporate induction day.

**Run an annual management conference, to include all members of CMT, EMT and SMT to work on, and cascade, key corporate issues**

Conference held on 17<sup>th</sup> Oct with EMT CMT & SMT attendance.

Action plan developed as a result of the day combined with results of recent staff survey

**CMT to engage in 'back to the floor' days, initially within own directorates.**

There has been 3 in total:

1 Reverse back to the floor - 9th Feb 09

2 Back to the Floors - 8 Oct 08 & 27 April 09

**Introduce a weekly intranet message from a member of CMT about something they have been directly involved in.**

Mary's weekly message started in October 2008 and has continued almost every week since. It has been well received by staff and many take the opportunity to mail Mary direct with their thoughts on the message or anything else.

**CMT to regularly attend departmental meetings (own directorates initially) - including delivery of Cascade**

All DMT members have been encouraged to request attendance by CMT as required, both from their own Director and where helpful across Directorates. In addition, individual SMT members are able to request attendance at any time.

Examples in services include:

Mike Carroll attending DMTs and team meetings with regards to performance management and data quality

Karen Curtin attending all DMTs and a number of team meetings ( for example Housing) re the financial challenges for the 10/11 budget

Julie Evans attending conference / away days for finance, ICT and Customer services and having a slot on the corporate induction programme)

John Hoad contributing to other directorate meetings i.e. Finance and Customer Services / ICT team meetings, E&C DMT

Mary Harpley and Julie Evans – Revenues and Benefits staff meetings

**CMT to communicate clearly reasons for office location and take steps to ensure visibility.**

We published a regular staff newsletter dedicated to the Accommodation Review as a vehicle for communicating both the rationale for the changes but also the progress we were making at any point. CMT members have been trying to maximise the opportunities of the new open plan arrangements to be more visible to staff on a day-by-day basis as they move around the building.

**Develop the use of the competency framework 360 feedback to collect feedback on leadership performance.**

Pilot 360 delivered through May to 15 managers, also being incorporated in ILM level 5 development to 10 managers



**COMMUNICATION/CONSULTATION/FEEDING BACK**

**Develop a corporate framework for meetings, to include 121s, team meetings, directorate meetings and cascade.**

Planned for development during 2009/10 Q3 and Q4

**Add staff photos to telephone directory (Intranet)**

Pending Sharepoint

**Issue Cascade directly to SMT**

Done – since May 2009

**Invite guest speakers to team meetings to promote understanding of other services**

Examples from service areas include:

**Communications team** - has had visits from the job evaluation team, head of major developments and head of planning policy.

**Housing** - During the past 12 months or so Housing have had a number of external speakers at our team meetings including Julie Evans to talk on Customer Services, Dave Bennett to talk on Health & Safety issues, John Hoad, Councillor Gibbard, Viv Hutchins to talk on procurement, Job Evaluation team, Go Active Co-ordinator, David Peckford & Philip Clark on LDF and AHPP, Claire Taylor on Community Plan.

**Claire Taylor** has attended team meetings and DMTs to talk about the community strategy

**Urban and Rural:**

Craig Forsyth to set out how comms and press are managed

Liz: To review website progress

Service Accountant: to do budget update

Claire Taylor; CSCS

## WORK-LIFE BALANCE

**Tender for a new occupational health service with a broader remit for proactive health management and employee wellbeing initiatives.**

Additional resource will be required to support this

**Develop further flexibility in working practices**

New flex policy launched

## CUSTOMER FOCUS

**Pre-paid response cards to be handed out to customer to gain feedback on quality of service**

A template for this is being produced, based on the standard document used by housing. This has been produced in consultation with members and will be rolled out to all service areas in September enabling them to produce their own service standard in a consistent format.

Other customer feedback routes in place including on- line complaints procedure, web site changed to say 'compliments and suggestions instead of 'complaints' . Govmetric device in One Stop Shops.

**Develop corporate customer service standards and principles and communicate to all staff**

Housing have developed a set of services standards, leaflet available on the website - the standards are linked to our performance monitoring and customer satisfaction work. Scrutiny and Overview Committee reviewed our standards and recommended them as a template for the rest of the Council's service standards - we are very proud of this!!

Performance Scrutiny Working group has looked at the current Housing Standards leaflet and agreed it should be our working model, as its overall look and feel was good. Members agreed to consider the content, suggest what they wanted to change, and that this would then be combined with appropriate elements from the national Customer Service Excellence standard.

Input received from Cllr Steward:

- Service specific phone numbers to be used
- Customer-friendly style required
- Lose the references to "five rings" and replace with something along the lines of "promptly"
- The specific (but possibly statutory) timeframe referred to in the Housing standard on page 5 (33 days and 56 days) are accurate but sound very long. Comms to review a way of getting this across.

Elements from the customer service excellence standard that should be included (where not already)

- Information on wait times for initial responses to telephone, e-mail, text and personal callers, and for all stages of the customer journey.
- How we tell you if there's a problem
- Where you can find Information about trends in complaints, both formal and informal, and the action we have taken as a result.
- Responses to specific survey questions and how we compare.
- National, statutory and local standards and targets for of timeliness and quality. Details of how often we monitor performance and the methods we use.
- How we consult and involve customers and others about local standards and targets.
- Where you can see the outcomes of consultation on standards and targets.

This was then taken back to Performance Scrutiny Working group as a marked up version of the Housing leaflet, agreed by Members, and is now with Communications to produce a template for all services. Jo expects to have that template ready for CMT in September.

There are consultation standards in the consultation strategy, she has also added some generic comments on consultation in the new customer charter

#### **Develop routes for accessing community groups to facilitate communication and consultation**

The council has established an equalities and access advisory panel which provides a forum for the council to talk to community groups about how to improve access to council services and develop them to be in tune with customers needs. There is now an online consultation portal which can be used for all types of consultation and also provides a database of consultees. The council continues to host a voluntary sector forum which provides an opportunity for two way dialogue with a large number of voluntary sector organisations from the district.

A Cohesion group has now been established for the Banbury area as a pilot and it is hoped that this will then be rolled out to other areas of the District. The aim of the group is to raise awareness and understanding between the different cultures in Banbury and enable liaison between the group and the District Council.

We continue to develop our feedback forms enabling service users to comment on current services and a help us develop new services. We also access community groups through The Seniors Forum, Voluntary Organisations Forum and Community Association Forum. In addition the content of our publications - the Seniors Directory, Guest Speakers booklet, seniors and voluntary organisations newsletters - are regularly reviewed as these are a source of information for community groups and Cherwell residents.

#### **Introduce service standards for all areas which clearly identify customer groups and service standards, include monitoring in performance management systems.**

Awaiting final version of corporate standards before review of existing service standards

## MANAGING CHANGE

**Develop guidance on managing change to include a clear and robust communication strategy at the outset of any change process. Include clear guidance/definitions of consultation, negotiation and staff involvement.**

Corporate training programme includes two sessions on change management.

**Create a staff forum to facilitate informal discussion of key issues.**

Staff consultation group established - already used to consult on new policies and assist in appointing JE scheme provider.  
Meets on an ad hoc basis when appropriate.

**Develop a reward and recognition strategy which ensure recognition is demonstrated at all levels**

Celebration lunch completed on 30/3/09 with 61 employees attending to receive congratulations

**Refine and develop the competency framework to explicitly include change management skills**

This has become part of a broader review of the competency framework and how it supports performance and development.

## LEARNING AND DEVELOPMENT

**Focus further development on SMT and team leaders to enhance their role as a key part of the leadership team.**

Key L&D subjects incorporated in Corporate training schedule including performance management, absence management and managing change

**Develop and strengthen the leadership development programme.**

LM programme at level 2, 3 & 5 either being delivered or planned for Sept & Oct 2009

**Communicate new learning and development priorities and policies**

L &D policy briefings delivered through 2008. Included in Cascade and Inside Cherwell and dedicated intranet site  
CPD/conference application process firmly embedded into culture and used at all levels

### **Identity and deliver enhanced training and communication on Health and Safety**

- Set up a group of departmental safety reps within the RMWG, as the first point of contact for Health and Safety issues
- Offered to attend section meetings and departmental meetings and as a result attended a number of meeting to discuss specific health and safety issues within those sections.
- Had discussions with Chris Harvey to ensure that the training schedule is available for all staff.
- Included various articles throughout the year within the staff magazine covering issues such as fire and first aid.
- Erected notices in all print areas in Bodicote House covering fire evacuation, assembly points and emergency exits
- Helped compile a booklet covering emergency codes and procedures at the offices at Bicester, Kidlington and TIC.
- Undertaken training for fire wardens, liaison officer and work station assessors.

### **Include learning evaluation at team level in leadership development programme.**

Within ILM programme has a development plan embedded within the structure to take learning back to the workplace which also requires supervisory support. Line managers are included in the process. Level 5 includes 360 appraisal to benchmark performance followed by 1 to 1 coaching to support change. All corporate training is subject to the personal development process.

## **CORPORATE HEALTH (ENGAGEMENT IN STRATEGIC AIMS)**

### **Develop wider team involvement in service planning for 2009-10 including production of corporate framework and facilitation guide**

A service and financial planning launch event was held on 12 June 2008 with all EMT members which used an 'ideas exchange' to identify possible ways to involve staff in service planning. These ideas were recorded and circulated to EMT, along with being posted on dedicated service planning intranet pages.

A more formal guidance note was issued to all managers to set out expectations of how staff would be involved in service planning and performance management in general. This was also made available on the intranet site.

The improvement team also attended DMTs and SMTs to discuss the need for staff engagement on the service planning process.

The service planning guidance and timetable for 2010/11 includes staff involvement.

### **Produce departmental summary in plain English, outlining how each service area contributes to strategic objectives**

The approach adopted was to ensure the Service and Financial Planning process was driven by the delivery of the Council's strategic objectives. This is clearly emphasised in the guidance issued, the ongoing communications around the process, the format of the service plans and in particular in the engagement of staff and the wider community. Individual managers to decide how best to communicate to their staff on the details of their service plans and its subsequent delivery.

### **Use wider range of visual aids to communicate corporate aims and objectives (screen savers, coasters, payslips etc)**

Screensavers changed monthly to reflect comms messages since May 2009.

Other options still under consideration but not yet actioned due to budget.

### **Use Inside Cherwell to promote examples of teams contributing to corporate targets**

**June 2008** – Cleaner greener – recycling team, environmental strategy group

**July 2008** – District of Opportunity – No place like home campaign featured

Cleaner, greener – recycling pledge.

**August 2008** – Accessible, value for money council – one stop shops feature

Cleaner Greener – feature on OWP

**September 2008** –

Cleaner greener – staff asked to save energy

District of opportunity – new flex policy

Accessible value for money – Democracy feature

**October 2008**

Cleaner, greener – feature on rural team

Recycling team's roadshow

District of opportunity – staff training improvements

**November 2008:**

Accessible value for money – focus on staff diversity group

Feature on plain English

District of opportunity – new buddy scheme

Cleaner greener

Switch on and switch off

**December 2008:**

Safe and healthy – Christmas drinking campaign

Emergency planning feature

Cleaner greener – new trucks

Accessible value for money – ICT focus

**February 2009**

**Accessible value for money** – cheques change, Cherwell maps

**District of opportunity** – Training

**Safe and healthy** – lunchtime walks

**March 2009** – Excellent special – covers all.

**April 2009**

Safe and healthy – new sickness policy

District of opportunity – housing in hard times

**May 2009**

All – improvement feature

Accessible value for money – new community strategy

District of opportunity – staff awards

Safe and healthy – shape up for summer

Older people groups feature

**July 2009**

Safe and healthy – staff rounders

Cleaner greener – switch off

**August 2009**

Safe and healthy – swine flu

Cleaner greener – stay cool this summer

District of opportunity:

Delivering affordable housing

**ORGANISATIONAL DEVELOPMENT**

**Clearly outline a vision for the type of culture the organisation aspires to work within**

Corporate Improvement Plan for 2009/10 agreed by the Executive. Not a vision as such but does include key areas for improvement that are ultimately about organisational culture.

**Develop a shared set of corporate values and commitment statements**

Planned for development during 2009/10 Q3 and Q4

**Continue and extend development of soft skills through the leadership programme with emphasis on recognition**

Part and parcel of the ILM programmes and corporate training schedule

**Develop the role of the Internal Review Team to take the lead on cross-Council working groups to act as liaison between management team and staff.**

The Internal Review team has had four additional members trained to reviewer level

# Agenda Item 8

CHERWELL DISTRICT COUNCIL

PERSONNEL COMMITTEE

3 SEPTEMBER 2009

REPORT OF THE HEAD OF HUMAN RESOURCES

EMPLOYMENT STATISTICS QTR 1 – 2009/2010

## 1 Introduction and Purpose of Report

- 1.1 This report details employment statistics, by Directorate, for information and monitoring purposes.

## 2 Wards Affected

- 2.1 Not applicable

## 3 Effect on Policy

- 3.1 None

## 4 Contact Officer

- 4.1 Anne-Marie Scott – Head of Human Resources (extension 1731)

## 5 Employment Statistics: April to June 2009

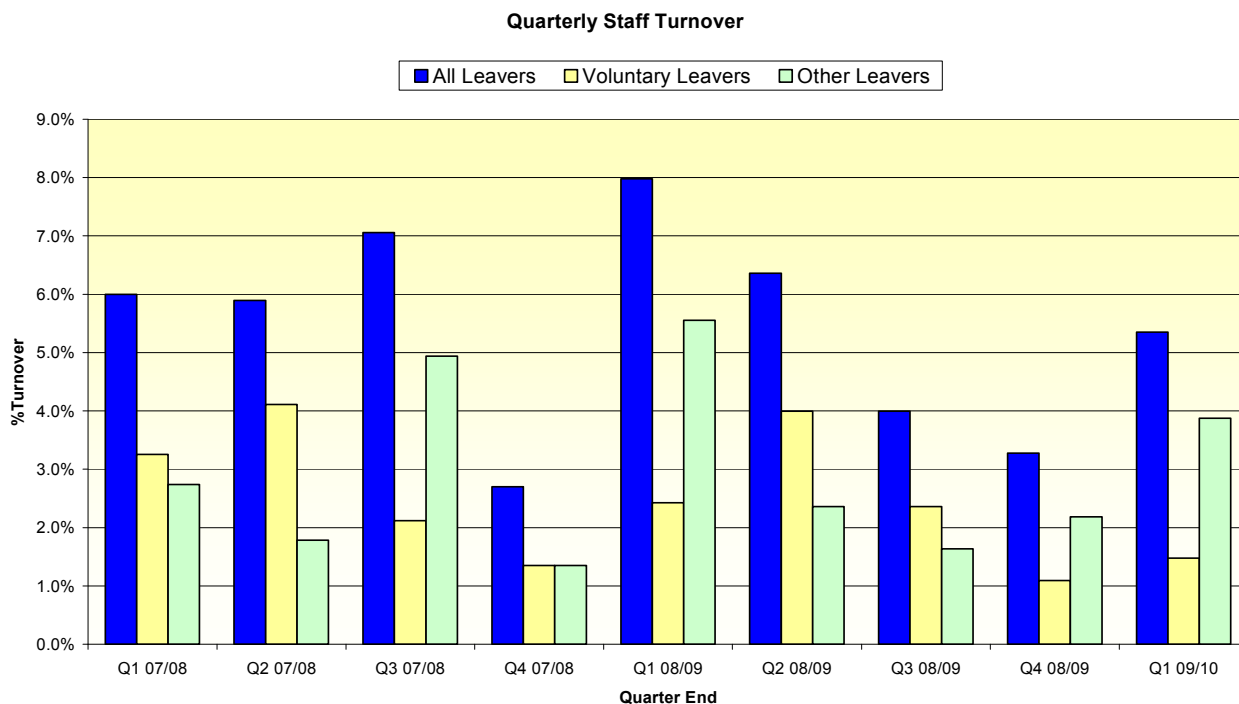
- 5.1 During the above period, the following quarterly changes took place in respect of individual employments. Staff transferred to other employers under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) are excluded from the statistics shown in this report.

	April to June
Permanent – Starters (incl. Internal Transfers)	19
Permanent – All Leavers	29
Permanent – Voluntary Leavers (Leaving CDC)*	8
Temporary and Casual – Starters	11
Temporary and Casual – Leavers	9

\* excludes internal transfers, age retirements, early retirements and redundancies, ill-health dismissals and retirements, other dismissals and TUPE transfers.



5.2 The turnover rates for permanent and fixed term staff for this quarter and the previous 2 years, are illustrated below.



\*Voluntary Leavers excludes internal transfers, age retirements, early retirements and redundancies, ill-health dismissals and retirements, other dismissals and TUPE transfers.

5.3 The table attached at Annex 1 contain details of numbers of permanent and fixed term employees at Cherwell District Council as at 30 June 2009 by Directorate and Service area, and detail staff movement and corporate capacity for the quarter.

## 6 Risk Assessment, Financial Effects and Contribution to Efficiency Savings

6.1 The following details have been approved by Denise Westlake (extension 1559).

6.2 There are no risks associated with the contents of this report.

6.3 All financial effects of changes can be contained within existing approved budgets.

6.4 There are no efficiency savings arising from this report.

## 7 Recommendation

7.1 The Committee is **RECOMMENDED** to resolve to note the contents of this report.

Background Papers: None

TURNOVER QUARTER 1 - 2009/2010		Established		Filled		Vacant		All Including Internal Transfers				Leaving CDC		Voluntary Leavers		Staff in post at End of Q4	
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover	Posts	FTE
Chief Executives	Chief Executive's Office	4	4.00	4	4.00	0	0.00	0	0	0.00	100.00		0.00		0.00	4	4.00
	Communications	5	5.00	5	5.00	0	0.00	1	0	0.00	100.00		0.00	0	0.00	4	4.00
	Community Planning	4	3.50	3	2.59	1	0.91	0	0	0.00	75.00		0.00	0	0.00	3	3.00
	Human Resources	41	25.32	34	21.62	7	3.70	1	3	20.00	82.93	3	20.00	3	20.00	15	14.36
	<b>Totals</b>	<b>54</b>	<b>37.82</b>	<b>46</b>	<b>33.21</b>	<b>8</b>	<b>4.61</b>	<b>2</b>	<b>3</b>	<b>11.54</b>	<b>85.19</b>	<b>3</b>	<b>11.54</b>	<b>3</b>	<b>11.54</b>	<b>26</b>	<b>25.36</b>
Improvement	Improvement	4	4.00	4	4.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	4	4.00
	<b>Totals</b>	<b>4</b>	<b>4.00</b>	<b>4</b>	<b>4.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>100.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>4</b>	<b>4.00</b>
Planning, Housing and Economy	Building Control & Tech Svs	13	13.00	11	11.00	2	2.00	0	0	0.00	84.62		0.00		0.00	11	11.00
	Development Control & MD	24	24.00	21	19.40	3	4.60	0	1	4.55	87.50	1	4.55		0.00	22	19.97
	Economic Development	8	7.54	8	7.54	0	0.00	1	0	0.00	100.00		0.00		0.00	8	7.54
	Planning & Affordable Housing	14	14.00	13	12.34	1	1.66	0	0	0.00	92.86		0.00		0.00	13	12.34
	Housing Services	35	34.68	31	30.17	4	4.51	3	3	9.38	88.57		0.00		0.00	32	31.35
	PHE Admin Inc Mgmt	26	23.34	26	23.12	0	0.22	0	0	0.00	100.00		0.00		0.00	26	23.12
	<b>Totals</b>	<b>120</b>	<b>116.56</b>	<b>110</b>	<b>103.57</b>	<b>10</b>	<b>12.99</b>	<b>4</b>	<b>4</b>	<b>3.57</b>	<b>91.67</b>	<b>1</b>	<b>0.89</b>	<b>0</b>	<b>0.00</b>	<b>112</b>	<b>105.32</b>
Environment & Community	Safer Communities & CD	30	29.00	28	27.35	2	1.65	2	2	7.41	93.33	2	7.41	2	7.41	27	26.40
	ENC Admin Inc Mgmt	12	10.00	12	10.28	0	-0.28	2	2	16.67	100.00		0.00	0	0.00	12	10.95
	Environmental Services	117	115.05	113	112.00	4	3.05	4	0	0.00	96.58		0.00		0.00	108	107.40
	Recreation & Health	38	27.92	30	21.51	8	6.41	0	11	26.83	78.95	7	17.07	0	0.00	41	28.47
	Urban and Rural	30	28.00	29	27.00	1	1.00	0	0	0.00	96.67		0.00	0	0.00	28	26.06
	<b>Totals</b>	<b>227</b>	<b>209.97</b>	<b>212</b>	<b>198.14</b>	<b>15</b>	<b>11.83</b>	<b>8</b>	<b>15</b>	<b>6.94</b>	<b>93.39</b>	<b>9</b>	<b>4.17</b>	<b>2</b>	<b>0.93</b>	<b>216</b>	<b>199.28</b>
Customer Service & Resources	Business Services	11	11.00	9	9.00	2	2.00	2	1	2.33	81.82	1	2.33		0.00	43	28.82
	Customer Services & Info Sys	64	59.12	60	54.05	4	5.07	1	1	1.79	93.75	1	1.79	1	1.79	56	50.39
	CSR Admin Inc Mgmt	10	9.07	9	8.47	1	0.60	0	1	10.00	90.00	1	10.00	1	10.00	10	9.47
	Finance	27	27.00	23	21.35	4	5.65	1	2	10.53	85.19	1	5.26	1	5.26	19	17.54
	Exchequer Services	47	38.28	41	33.54	6	4.74	0	2	4.55	87.23	1	2.27		0.00	44	36.54
	Legal & Democratic	24	22.13	20	18.66	4	3.47	1	0	0.00	83.33		0.00		0.00	20	19.32
	<b>Totals</b>	<b>183</b>	<b>166.60</b>	<b>162</b>	<b>145.07</b>	<b>21</b>	<b>21.53</b>	<b>5</b>	<b>7</b>	<b>3.65</b>	<b>88.52</b>	<b>5</b>	<b>2.60</b>	<b>3</b>	<b>1.56</b>	<b>192</b>	<b>162.08</b>
TOTAL	Directorate	588	534.95	534	483.99	54	50.96	19	29	5.27	90.82	18	3.27	8	1.45	550	496.04
	Chief Executive	54	37.82	46	33.21	8	4.61	2	3	11.54	85.19	3	11.54	3	11.54	26	25.36
	Improvement	4	4.00	4	4.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	4	4.00
	Planning Housing & Economy	120	116.56	110	103.57	10	12.99	4	4	3.57	91.67	1	0.89	0	0.00	112	105.32
	Environment & Community	227	209.97	212	198.14	15	11.83	8	15	6.94	93.39	9	4.17	2	0.93	216	199.28
	Customer Service & Resources	183	166.60	162	145.07	21	21.53	5	7	3.65	88.52	5	2.60	3	1.56	192	162.08

Note: Turnover is calculated on numbers of leavers as a percentage of staff in post as at end of previous quarter

PERSONNEL COMMITTEE

3 SEPTEMBER 2009

JOINT REPORT OF THE CHIEF EXECUTIVE AND THE HEAD OF HUMAN RESOURCES

WORKFORCE PLANNING

**1 Introduction and Purpose of Report**

- 1.1 This report updates Members on the progress around workforce planning which aims to ensure the Council has sufficient skills and capacity for future needs.

**2 Wards Affected**

- 2.1 None.

**3 Effect on Policy**

- 3.1 None.

**4 Contact Officers**

- 4.1 Anne-Marie Scott, Head of Human Resources, extn 1731, [annemarie.scott@cherwell-dc.gov.uk](mailto:annemarie.scott@cherwell-dc.gov.uk)

**5 Background**

- 5.1 25% of the Council's budget is spent on paying staff. Effective planning, management and control of the staffing establishment are crucial in ensuring the Council achieves value for money as well as acts as a good employer.

- 5.2 During the last 3 years the Council has made significant changes to the staffing structure of the organisation with the primary aim of ensuring the right mix of skills and capacity were available to deliver the Council's objectives. During this time we have also undertaken the most significant change to the overall size of the organisation with the outsourcing of the sports centres which will soon be followed with the outsourcing of a further 45 posts associated with Revenues and Benefits processing.

- 5.3 To ensure that capacity is adjusted to reflect these changes and to plan for future key skills (particularly in shortage areas), against what we know will be a financial climate of reducing resources, the Council must plan for a future when it will have to reduce its wage bill. Workforce planning, in conjunction with long-term budget planning, is a sound practice. This will enable us to build on our work over the last three years, ensuring that we offer the best possible value for money to our residents and businesses. At the same time we value our staff and want to deal with them in the most open way possible.

- 5.4 As the first step in this process, a letter has been sent to all staff asking them to express an interest in making changes to their working practices and/or contract with the Council. This ranges from voluntary redundancy/retirement through to sabbaticals and part-time working. In the first instance we are simply asking people to share any plans or aspirations they have in order that we can plan, wherever possible, to marry organisational objectives with personal preferences. Staff have been asked to submit information, on a standard form. Both the form and the letter are attached for further information. The form will be released after this meeting and the deadline for submission is 25<sup>th</sup> September.

- 5.5 Once all submissions are received we will gather necessary information on costs and then talk in more detail as a corporate management team about which of the requests there may be an opportunity to agree.
- 5.6 At the appropriate time we will engage Service Heads in the process of reviewing requests from within their teams but we are also mindful that some requests may come from Service Heads themselves and therefore some phasing in the process will be necessary.
- 5.7 When we have enough information about the financial impact, the impact on the team and organisation and have been able to look across the organisation to see how changes may fit the corporate agenda, we will be in a position to make formal offers of changes to the individuals concerned. Only at this stage will any decision become binding on either side. We envisage being able to make these offers over a number of years to allow for future planning, training and succession to be put in place to ensure the Council does not lose key skills and experience.
- 5.8 The Chief Executive is also taking an early opportunity to make savings in the senior management team following the resignation of Julie Evans. The role of Strategic Director, Customer Service and Resources will not be replaced, thus reducing the size of the permanent Corporate Management Team to three from October. There will in fact be a CMT of four until March when Mike Carroll leaves as planned at the end of his three-year term as Head of Improvement. The removal of Julie's post from the structure will contribute to the savings required in the next few years.
- 5.9 This change has immediate implications for the individuals and teams who currently report to Julie, the remaining members of CMT and all other members of the Extended Management Team who report to CMT. As a result we will be reviewing the roles, responsibilities and reporting arrangements for the whole of EMT once sufficient information is available, including any Expressions of Interest submitted in September, the outcome of the consultation currently under way on the content of the proposed Sustainable Community Strategy and early views from the Executive on what our priorities should be for next year's budget. And we have just started designing the team we need to deliver NW Bicester now the Government has designated it an eco-town location. The scale of the challenge demands a dedicated team – probably involving members of staff from partner organisations too.
- 5.10 All this means the review will take place in October. It will include consideration of the future responsibilities and reporting lines for the improvement team. In the meantime a set of interim arrangements for the teams who currently report to Julie will be put in place, as follows:
- Pat Simpson, Head of Customer Service and Information Systems, to report to Ian Davies, Strategic Director Environment and Community
  - Karen Curtin, Head of Finance and Liz Howlett, Head of Legal and Democratic Services to report to Mary Harpley, Chief Executive
  - Laretta Vitalis, Interim Head of Revenues and Benefits (with the exception of Benefits Investigations) to report to Karen Curtin
  - Chris Dickens, Chief Internal Auditor, and Jeff Brawley, Benefits Investigations Manager, to report to Liz Howlett
  - Dave Wade, Corporate Facilities Manager, to report to Anne-Marie Scott
- 5.11 A further recommendation to full council is that Phil O'Dell returns to us for six months to

fulfill the statutory and very specific role of Section 151 Officer in the run-up to the setting of next year's budget under the same part-time arrangements as before.

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## **6 Risk Assessment, Financial Effects and Contribution to Efficiency Savings**

6.1 The following details have been approved by Karen Curtin, Head of Finance, Extension 1551.

### **6.2 Risk Assessment**

The risk associated with not approving the recommendations contained in this report

### **6.3 Financial Effects**

There are no financial effects as a direct result of this report. However as background, the financial forecasts prepared in our latest MTFS showed accumulated shortfall of £2.6m for the financial years 2010/11, 2011/12 and 2012/13. These shortfalls are due to the continuing lack of appropriate levels of Government funding, rising demand for Council services and the significant reduction in interest earned on the Council's investments following the dramatic fall in interest rates in late 2008. In order to Address these shortfalls the Council needs to consider ways to reduce its annual revenue budget.

6.4 The Council has already made a commitment to reduce revenue costs by £1million in 2009/10 and has developed an action plan to support this. The outcome of this work planning exercise is likely to result in a further reduction to revenue costs. .In anticipation of the outcome of this exercise a reserve for organisation change of £0.9m was established as part of the 2008/09 review of reserves to meet the costs of any redundancies or early retirements. A further review of this reserve will be undertaken once the outcome of this exercise is known.

### **6.5 Efficiency/Savings**

There are no efficiency savings arising from this report however. It is anticipated that as an outcome of this exercise a number of efficiencies will be identified. These will be quantified at a later date

## **7 Recommendations**

7.1 The Committee is **RECOMMENDED** to comment on and endorse the contents of this report

Letter sent to employees

Employee form for expression of interest

# Chief Executive's Office

Mary Harpley Chief Executive



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Please ask for **Mary Harpley** Our ref Your ref  
Direct Dial **01295 221573** Fax **01295 250652** Email **[mary.harpley@cherwell-dc.gov.uk](mailto:mary.harpley@cherwell-dc.gov.uk)**

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July 2009

Dear Colleague

## Planning for the Future

We are writing to all members of staff today with some important information. It is impossible at the moment to escape media coverage about future significant cuts in public sector spending. We are already planning to reduce our costs by £2.6m over the next three years, but it now appears inevitable we will have to achieve savings greater than this. It is difficult to be certain how much more we'll need to save and by when, but it is clear we could only make such savings by reducing the number of staff who work for us.

We are determined to minimise the impact of any reduction in staff numbers on everyone who works for the council and planning ahead is the only way we will be successful in this. We would like, wherever possible, to be able to reduce our wage bill by not replacing people who leave and by using these vacated roles as opportunities for others whose own jobs might be at risk. Other options to reduce our wage costs include offering reduced working hours and periods of unpaid leave.

Normally we would only have limited information about people's intentions to retire from or leave the council or to move from one internal role to another. We haven't to date explicitly encouraged people to think about reducing their hours or taking periods of unpaid leave. However, we are now asking you to do this and to tell us about your plans and aspirations. By knowing what flexibility we have, we will be better able to plan our course through the next two to three uncertain years and to reduce the risk of compulsory redundancies.

These are the particular areas around which we'd like to understand your intentions:

- **Retirement**  
We would like people who are planning to retire in the next three years to give us an indication of their intentions. Some people have their retirement provision protected under the '85-rule' and may want to consider accessing their pension this way.
- **Voluntary redundancy**  
We would like to hear from people who want to be considered for voluntary

redundancy in the next three years. Any posts vacated this way have to be deleted from our structure and we must be sure services can continue functioning properly without them. Those in the 50-54 age bracket may want to consider this option in particular. Changes to the Local Government Pension Scheme rules mean that on 1st April 2010 the age at which people who have been made redundant (voluntarily or compulsorily) can access their pension moves from 50 to 55.

- **Career development**

If you'd like to move to another part of the council please share your aspirations with us. Staff movement within the organisation contributes to the flexibility we will need.

- **Working hours**

We are happy to consider requests to reduce working hours, either permanently or for a defined period of time.

- **Unpaid leave**

You may like to consider taking a period of unpaid leave to, for example, travel, study, spend time with family or learn a new skill. We are happy to consider such requests.

We recognise that sharing plans and wishes with us may feel uncomfortable. We are in no doubt how committed our staff are to their jobs and responding to this request will in no way be interpreted as a lack of commitment to the council.

We do not expect to hear from everyone as a result of this letter. Many people will read this and not want to consider any of the options above. If you do express an interest in any of them we will not hold you to it. Nor can we guarantee being able to meet your request. It is possible that we will run one or more similar exercises in the future to take account of the fact that individuals' circumstances change.

We are trying to match individuals' plans and aspirations to two corporate needs: reducing costs and maintaining excellent services. We won't therefore be able to consider people's plans in isolation, but will need to understand the complete picture before taking decisions. The process will be as follows:

- In the first full week of September we'll publish a form which will give you the opportunity to express your intentions or aspirations around the options in this letter.
- Completed forms should be returned to Anne-Marie Scott by Friday 25<sup>th</sup> September.
- We will ask for further information about the requests that we think we might be able to approve, and that people want to pursue, from individuals, their line managers and their Service Heads.
- We aim to communicate our decisions by the end of November.

We hope we have got across in this letter the purpose of understanding people's plans and aspirations in more detail. The next round of all staff briefings will be in September, so you'll have the chance to ask Mary questions directly before the deadline for completed forms. In the meantime if you have any questions about your personal situation, the changes to the pension rules or anything else please talk to the HR team or to your Head of Service.

Yours sincerely



**Mary Harpley**  
Chief Executive



**Councillor Barry Wood**  
Leader

## Planning for the Future

Please return to Anne Marie Scott, Head of HR by Friday 25 September 2009

Name	
Job Title	
Dept	
Line Manager	
Ext No	
<p><b><i>I wish to express an interest in one or more of the following options (please tick):</i></b></p> <p><input type="checkbox"/> Early Retirement</p> <p><input type="checkbox"/> Voluntary Redundancy</p> <p><input type="checkbox"/> Career Development</p> <p><input type="checkbox"/> Unpaid Leave</p> <p><input type="checkbox"/> Working hours:      <input type="checkbox"/> Permanent change      <input type="checkbox"/> Temporary change</p> <p><input type="checkbox"/> Other</p>	
<p><b><i>Sharing any other plans:</i></b></p> <p><input type="checkbox"/> I have plans to retire over the next 3 years (please indicate year if known 20____)</p> <p><input type="checkbox"/> I have plans to leave the Council for other reasons in the next 3 years (please provide any further detail below)</p>	
<p><b><i>Please provide details of your aspirations including preferred implementation date:</i></b></p>	
<p>I understand that this information is submitted on the basis that I can change my mind before any final decision/change is made. I also understand that my request will only be approved if corporate needs can be met following the change.</p>	
Signed:	Date



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