

**Committee:** Personnel Committee  
**Date:** Wednesday 16 December 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 Norman Bolster
Councillor Russell Hurle	Councillor G A Reynolds
Councillor Chris Smithson	Councillor Lawrie Stratford
Councillor Rose Stratford	Councillor Lynda Thirzie Smart
Councillor Douglas Williamson	Councillor Barry Wood

### 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 18 November 2009.

6. **Staff Satisfaction Survey** (Pages 5 - 22)

Report of the Head of Human Resources

**Summary**

To give Members of the committee the opportunity to comment on the content and timing of the survey.

**Recommendation**

To comment on the proposed timing and structure of the staff satisfaction survey.

7. **Employment Statistics Quarter 2 - 2009/2010** (Pages 23 - 28)

Report of the Head of Human Resources

**Summary**

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

**Recommendation**

To note the contents of this report

8. **Apprenticeship Scheme** (Pages 29 - 38)

Report of the Head of Human Resources

**Summary**

To consider introducing an apprenticeship scheme at the Council.

**Recommendations**

- (1) To create a new position in the Council's pay and grading structure for Apprentices.
- (2) To approve recruitment into Business Administration Apprentice scheme during 2010, focusing recruitment within the Banbury Deprivation Area, subject to funding and suitably supported and resourced positions being identified across the Council.

## 9. **Exclusion of the Public and Press**

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

1 - Information relating to any individual.

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 holders under, the authority.

Members are reminded that whilst the following item(s) have been marked as exempt, it is for the meeting to decide whether or not to consider each of them 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 the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 3 and 4 of Schedule 12A of that Act.”

## 10. **Extend Management Team Review**

Report of the Chief Executive

*Report to follow*

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or (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 Part 5 Section A of 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](mailto:alexa.coates@cherwell-dc.gov.uk) (01295) 221591

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

Published on Tuesday 8 December 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 18 November 2009 at 6.30 pm

Present: Councillor Victoria Irvine (Chairman)  
Councillor Rick Atkinson (Vice-Chairman)

Councillor Norman Bolster  
Councillor Russell Hurle  
Councillor G A Reynolds  
Councillor Chris Smithson  
Councillor Lawrie Stratford  
Councillor Rose Stratford  
Councillor Lynda Thirzie Smart  
Councillor Douglas Williamson

Apologies for absence: Councillor Ken Atack  
Councillor Barry Wood

Officers: Mary Harpley, Chief Executive and Head of Paid Service  
AnneMarie Scott, Head of Human Resources  
Lauretta Vitalis, Head of Revenues and Benefits  
Stephanie Rew, HR Manager  
Alexa Coates, Senior Democratic and Scrutiny Officer

#### 26 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

#### 28 **Urgent Business**

There was no urgent business.

#### 29 **Minutes**

The minutes of the meeting held on 3 September 2009 were approved as a correct record, subject to the inclusion of Councillor Nicholas Mawer as substitute in place of Councillor Russell Hurle in the attendance list.

30 **Minute of the Personnel Sub Committee 8 October 2009**

The minutes of the Personnel Sub Committee held on 8 October 2009 were noted by the committee.

31 **Client Side Function and Customer Service Support**

The Committee considered a joint report of the Head of Customer Service and Resources and the Head of Finance which set out proposals for the client side function and customer service support following the outsourcing of revenues and benefits. The proposal included 2.5 fulltime Customer Service Officer (Specialist) Roles and 3 Full time Customer Advisors to deal with additional volume of work and a Service Assurance team consisting of: 2 full time Service Assurance Technical Specialists and 2 full time Service Assurance Officers.

Members were advised that the financial effects in the original report were incorrect and that the total staff costs amounted to £298,812, not £310,434 as originally stated. The Committee discussed the possibility of these posts being fulfilled by people affected by the outsourcing of revenues and benefits. Officers advised that these posts would be advertised internally.

**Resolved**

That the job descriptions and grades for the additional Customer Service roles and Service Assurance Team be agreed as part of the outsourcing of the back elements of the revenues and benefits service.

32 **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 item of business, on the grounds that it could involve the likely disclosure of exempt information as defined in paragraphs 1, 3 and 4 of Schedule 12A of that Act.

33 **Extended Management Team Review - Proposed Changes**

The Committee considered a report of the Chief Executive which updated Members on the proposed changes to the Extended Management Team. The Committee were advised that a final report with final proposals for the new structure would be submitted to the Committee at their next meeting. Officers affected by the proposed changes would be consulted before the final report was submitted to the Committee.

**Resolved**

That the current proposals for the changes to the structure of Extended Management Team and the plans to consult those affected be noted.

The meeting ended at 7.15 pm

Chairman:

Date:

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## PERSONNEL COMMITTEE

### Staff Satisfaction Survey

16 December 2009

### Report of Head of Human Resources

This report is public

#### Recommendations

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The meeting is recommended:

- (1) To comment on the proposed timing and structure of the staff satisfaction survey.

#### Executive Summary

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##### 2. Introduction

- 2.1 In 2008 the Council undertook its first full comprehensive staff survey. At that time the Council committed to repeating the survey every two years to make sure that Cherwell stays in touch the views of the workforce and has this information to hand as it takes a range of decisions in the future. A commitment to repeat the survey also provides a continuing focus on employee satisfaction and supports culture of feedback and learning at all levels.
- 2.2 The research company Ipsos MORI ran the survey on behalf of Cherwell. MORI are the external experts in the fields and carry out similar surveys across all sectors. They are able to ensure statistical reliability, credibility and confidentiality and also give access to significant benchmarking data for both local government and other sectors.
- 2.3 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 feeling involved and consulted is more likely to include employees who are motivated and therefore perform at a higher level.
- 2.4 Members discussed the second survey at the September meetings and

to consider whether, in the prevailing climate, allocating resource to the survey was appropriate. At that time Members determined that the survey should proceed and MORI have been engaged to undertake this second comprehensive staff survey in 2010.

- 2.5 The cost of the survey will be met from the corporate training budget.
- 2.6 This report gives the opportunity for members of the Personnel Committee to comment on the content and timing of the survey. A copy of the last survey is attached at appendix A. This will be the basis for the new survey to facilitate maximum benchmarking.

### **3 Proposals**

- 3.1 That the staff satisfaction survey be carried out in March/April 2010 with final timing to be determined when the communication on Job Evaluation is clear.
- 3.2 That Members receive regular reports throughout 2010-11 outlining response rates, key themes and proposed actions as a result of the survey

### **4 Conclusion**

- 4.1 Although there are cost and other resource implications in carrying out the survey, the value that it offers in terms of informing our policies and processes as an employer brings significant value.
- 4.2 The exercise also provides an opportunity for members of staff from across the organisation to be involved in a corporate project led by the Chief Executive.

### **Background Information**

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MORI will be engaged to carry out the survey in 2010 in line with our stated intention to carry out the survey every 2 years.

There will be challenges in reaching the excellent response rate experienced previously (64%) and to meet the same satisfaction levels given the implications on staff morale in relation to Revenues and Benefits outsourcing; JE pay/grading decisions; financial constraints impacting on service areas. Robust measures will be put in place (and detailed below) to ensure response rates are maximised)

The draft project schedule is outlined as follows:

<b>Survey Summary Milestones</b>	<b>Date</b>
Set-up meeting between Cherwell and MORI project teams	Complete
Review with Personnel Committee	December 2009
1 <sup>st</sup> draft of questionnaire to CDC	January 2010
Finalise questionnaire (including content and formatting)	January 2010
Recruit 'champions' to promote survey and scheduled project team meetings	February 2010
Distribution of paper questionnaires On line survey goes 'live'	March 2010
Top line results available	April/May 2010
Draft summary report available	May 2010
Action plan to be approved by Personnel Committee	September 2010

### **What can be done better**

The CDC project team (project members to be agreed) will review the implementation process used in 2008 to make any improvements and adjustments deemed appropriate

### **Questionnaire**

The 2010 questionnaire will be developed by both the MORI and CDC project teams. The teams may take into account:

- Prevailing economic climate and its impact on CDC
- 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

However there is evident merit in repeating much of the original survey, without significant change so that the data can be directly compared with the findings from the 2008 survey.

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 MORI.

### **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 and MORI will not supply data to CDC in any format that would allow an employee to be personally identified. 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

### **Survey Champions**

Approx 15 employees will be appointed as staff 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 help with completing the survey. They will encourage colleagues to complete the survey within the time frame, allay concerns over confidentiality and encourage involvement. This will ensure that the response rate is maximised. They will then be involved in helping to develop the resulting action plans.

### **Survey Results**

Staff will be told about the survey results in full as soon as possible, once 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.

### **Action Planning**

Once MORI has presented the findings in a report, 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 where appropriate. The staff survey champions will meet to discuss the overall feedback and make summary recommendations for consideration by CMT 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.

CMT will review the feedback and agree an action plan, defining lead officers, time scales and related plans/strategies for integration. 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.

### **Key Issues for Consideration/Reasons for Decision and Options**

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The option not to carry out the staff survey remains open at this point. However, Members have previously discussed this and determined that the survey should proceed. Funding is in place.

### **Implications**

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<b>Financial:</b>	None Comments checked by Denise Westlake.
<b>Legal:</b>	None Comments checked by Liz Howlett,

**Risk Management:** None  
Comments checked by Rosemary Watts

**Wards Affected**

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None

**Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	MORI staff survey 2008
<b>Background Papers</b>	
None	
<b>Report Author</b>	Anne-Marie Scott, Head of Human Resources
<b>Contact Information</b>	01295 221731 annemarie.scott@Cherwell-dc.gov.uk

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Dear Colleague

We are writing to ask you to participate in the 2008 Cherwell Staff Survey which is being run for us by Ipsos MORI. This is the first time in the Authority's history that we have undertaken such a comprehensive survey, run by an outside company. Our plan is to run this survey every two years to make sure we stay in touch with the views and feelings of all our staff to help us as we make decisions in the future.

Every member of staff will receive the survey in one of two forms, depending on your work location: as a paper booklet or as an on-line questionnaire. The questions themselves cover a range of topics, from your satisfaction with various elements of the Council, to the type and quality of communications you receive on a day-to-day basis.

Many of the questions are based on Ipsos MORI's specifically designed set of Local Authority questions, which means that we can compare our results to those achieved in a large number of similar organisations. This will help us get a good sense of our own strengths and weaknesses as an employer committed to Investors in People.

The questionnaire itself will take around 20 minutes to complete and we encourage you to take the time to fill it in.

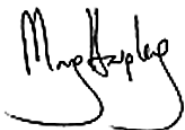
**Please complete the survey by Friday 15th February 2008.**

**All individual responses will be kept confidential by Ipsos MORI and no-one's answers will ever be attributed to them. Results from teams or services with less than ten people will be grouped together with others so that no-one can be tracked or identified from the information about where they work.**

If you have any questions, please contact Alex Plumb at Ipsos MORI in confidence on 020 7347 3986 (alex.plumb@ipsos-mori.com), or Sarah McCluskey at the Council on extension 7071. Alternatively, please contact your local "Survey Champion" who will be happy to help.

The results of the survey will be available at the beginning of April, so please look out for these to see what Cherwell District Council staff think. As a direct result of this survey we will consider what changes we should make to the way we do things here at Cherwell.

We are both very conscious of the extent of the changes which have been taking place over the last 12 months here and which continue as we write. We cannot promise a halt to change, but we do want to ensure that you have your say in how we plan for the future. This survey is a very important part of that.



Mary Harpley  
Chief Executive



Barry Wood  
Leader

# SECTION 1: WORKING AT CHERWELL DISTRICT COUNCIL

**Overall, how satisfied or dissatisfied are you with your present job?**

**Q1** PLEASE TICK ONE BOX ONLY

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- No opinion

**How would you rate Cherwell District Council as a place to work compared with other employers you have heard about or have worked for?**

**Q2** PLEASE TICK ONE BOX ONLY

- One of the best
- Above average
- About average
- Below average
- One of the worst
- No opinion

**Here are a number of statements about Cherwell District Council. Please indicate to what extent you agree or disagree with each:**

**Q3** PLEASE TICK ONE BOX FOR EACH STATEMENT

		Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/no opinion
A.	I feel proud to work for Cherwell DC .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	I feel valued and recognised for the work I do . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	I am aware of Cherwell DC's aims and overall objectives in the Corporate Plan . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	I understand Cherwell DC's overall objectives . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.	I understand what I have to do in my role to contribute to these objectives .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**Q4a** Below is a list of things that a job may offer. First, please indicate how satisfied or dissatisfied you are with each of these factors in YOUR job?

PLEASE TICK ONE BOX PER ROW

**Q4b** Now, looking at the list again, which six are most important to you?

PLEASE TICK UP TO SIX BOXES ONLY

		Q4a					Don't know/ no opinion	Q4b TICK THE 6 MOST IMPORTANT
		Very satisfied	Fairly satisfied	Neither satisfied/nor dissatisfied	Fairly dissatisfied	Very dissatisfied		
A.	Having interesting work . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	Pay . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	Good benefits package (e.g. pensions, Worklife Balance policy) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	Job security . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.	Friendly colleagues . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F.	Working hours . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G.	Working environment . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H.	Sufficient resources to do your job . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I.	Level of customer contact . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J.	Making the best use of your skills and ability . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K.	Receiving regular feedback on your performance . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L.	Feeling you have accomplished something worthwhile at work . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M.	Working for an organisation that looks after its employees . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N.	The ability to develop your career . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O.	Receiving recognition for doing a good job . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P.	Receiving the training you need to do your job effectively . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q.	Working for a successful organisation . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R.	Opportunities to show initiative . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q5** To what extent do you agree or disagree with the following statements:

PLEASE TICK ONE BOX FOR EACH STATEMENT

		Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/no opinion
A.	I feel that stress is affecting me in my personal life . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	I feel that stress at work is affecting my performance at work . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q6** Which single phrase best describes the way you would speak of Cherwell District Council to people outside the organisation...

PLEASE TICK ONE BOX FOR EACH COLUMN

	Q6a) As an employer?	Q6b) About its services?
I would speak highly of Cherwell DC without being asked . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
I would speak highly of Cherwell DC if I am asked . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
I would be neutral towards Cherwell DC . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
I would be critical of Cherwell DC if I am asked . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
I would be critical of Cherwell DC without being asked . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No opinion . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**Q7a** If you would like to expand on your answer at Q6a, please do so here:

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**Q7b** If you would like to expand on your answer at Q6b, please do so here:

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**SECTION 2: TRAINING & PERSONAL DEVELOPMENT**

**Q8** When did you last meet with your line manager or other manager to discuss your personal development at Cherwell District Council?

PLEASE TICK ONE BOX ONLY

- |  |  |
|--|--|
| <input type="checkbox"/> Within the last 6 months  | <input type="checkbox"/> Over 2 years ago          |
| <input type="checkbox"/> 7 months – 12 months ago  | <input type="checkbox"/> Never                     |
| <input type="checkbox"/> 13 months – 18 months ago | <input type="checkbox"/> Don't know/Can't remember |
| <input type="checkbox"/> 19 months – 2 years ago   |  |

**Q9** Here are a number of statements about the training and development opportunities provided by Cherwell District Council. Please indicate the extent to which you agree or disagree with each:

PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/no opinion
A. Cherwell DC is committed to training and developing all staff . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. I receive sufficient training to keep me up to date with health and safety policies and practices relevant to my job . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. I receive training and development for my job . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q10**

**Here are a number of statements about how Cherwell District Council monitors and assesses your personal development. Please indicate the extent to which you agree or disagree with each:**

PLEASE TICK ONE BOX FOR EACH STATEMENT

		Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/no opinion	Never had an appraisal
A.	My appraisal is a valuable opportunity to discuss my work with my line manager .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	My appraisal helps me identify my strengths and development needs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	My appraisal helps me see how my work fits into the wider work of the Council .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	My appraisal is useful for my future career development .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION 3: MANAGEMENT STYLE

**Q11**

**Listed below are a number of statements that could be used to describe your immediate line manager, i.e. the person to whom you report to on a day-to-day basis. Please indicate how often these apply to your line manager, if at all:**

PLEASE TICK ONE BOX FOR EACH STATEMENT

		Always applies	Usually applies	Sometimes applies	Rarely applies	Never applies	Don't know/no opinion
A.	Approachable .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	Open and honest .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	Consults me on matters where I can contribute .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	Keeps me in touch with what's going on .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.	Makes decisions quickly when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F.	Appreciates the pressure I come under in my job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G.	Makes clear what is expected of me .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H.	Listens to my ideas .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I.	Acts on my ideas .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J.	Recognises when I have done a good job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K.	Gives me feedback on how I am performing .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L.	Discusses my training and development needs with me .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M.	Is supportive if I have a problem .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N.	Is good at managing people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q12** Here are a number of statements about Cherwell District Council's Corporate Management Team (The Chief Executive and Directors). Please indicate the extent to which you agree or disagree with each:

PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/no opinion
A. The Corporate Management Team have a clear vision of where the Council is going .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. The Corporate Management Team are not interested in listening to staff opinions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. I have confidence in the Corporate Management Team of this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Speaking up on issues where you disagree with The Corporate Management Team can damage your career prospects .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q13** Here are the same statements about Cherwell District Council's Heads of Service. Please indicate the extent to which you agree or disagree with each:

PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/no opinion
A. The Heads of Service have a clear vision of where the Council is going ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. The Heads of Service are not interested in listening to staff opinions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. I have confidence in the Heads of Service of this organisation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Speaking up on issues where you disagree with the Heads of Service can damage your career prospects ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q14** Here are the same statements about Cherwell District Council's councillors. Please indicate the extent to which you agree or disagree with each:

PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/no opinion
A. Councillors have a clear vision of where the Council is going .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Councillors are not interested in listening to staff opinions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. I have confidence in Cherwell DC's councillors .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Speaking up on issues where you disagree with councillors can damage your career prospects .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# SECTION 4: COMMUNICATIONS

**Q15** How well informed do you feel about what is happening within Cherwell District Council?  
**The Council...**

PLEASE TICK ONE BOX ONLY

- ...Keeps us fully informed
- ...Keeps us fairly well informed
- ...Gives us only a limited amount of information
- ...Doesn't tell us much at all about what goes on
- Don't know/no opinion

**Q16** To what extent can you believe the information you receive about what is happening within Cherwell District Council?

PLEASE TICK ONE BOX ONLY

- You can always believe it
- You can usually believe it
- You can believe it about half the time
- You can seldom believe it
- You can never believe it
- Don't know/no opinion

**Q17** Listed below are a number of ways in which you may receive information about Cherwell District Council.

**17a. From which sources do you actually receive most of your information about the Council?**

**17b. And which ways would you prefer to receive your information?**

PLEASE TICK AS MANY BOXES THAT APPLY FOR BOTH Q17A AND Q17B

	Q17a) Receive	Q17b) Prefer
Cherwell DC's intranet .....	<input type="checkbox"/>	<input type="checkbox"/>
E-mail .....	<input type="checkbox"/>	<input type="checkbox"/>
Noticeboards .....	<input type="checkbox"/>	<input type="checkbox"/>
Chief Executive's briefings .....	<input type="checkbox"/>	<input type="checkbox"/>
Inside Cherwell .....	<input type="checkbox"/>	<input type="checkbox"/>
Cherwell Cascade .....	<input type="checkbox"/>	<input type="checkbox"/>
Team meetings .....	<input type="checkbox"/>	<input type="checkbox"/>
Personal contact from my immediate manager/supervisor .....	<input type="checkbox"/>	<input type="checkbox"/>
Personal contact from Senior Management .....	<input type="checkbox"/>	<input type="checkbox"/>
Trade Union .....	<input type="checkbox"/>	<input type="checkbox"/>
Grapevine/rumour .....	<input type="checkbox"/>	<input type="checkbox"/>
Press/external media .....	<input type="checkbox"/>	<input type="checkbox"/>

**Q18** The following statements may relate to communications at Cherwell District Council. To what extent do you agree or disagree with each? PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/ no opinion
A. Communications in Cherwell DC are open and honest . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Communications in Cherwell DC are becoming more open . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Communications are good <u>within my department</u> . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Communications are good <u>between different departments</u> . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. There is not enough opportunity for employees to let Cherwell DC know how they feel about things that affect them and their work . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Staff are consulted on management decisions that affect them and their work . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. We have team briefings in my part of the organisation . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q19** Here are some phrases which some people might use when talking about recent changes at Cherwell District Council. How strongly do you agree or disagree with each?

PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/ no opinion
A. I understand the need for change . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. I look forward to change as a challenge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. The reasons for change are well communicated to me . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. I support the need for change . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Change here is well managed . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION 5: MEETING THE NEEDS OF LOCAL RESIDENTS**

**Q20** Here are some statements about the way the Council relates to local residents. How strongly do you agree or disagree with each? PLEASE TICK ONE BOX FOR EACH STATEMENT

	Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/ no opinion
A. The Council welcomes the involvement of local people in its decision-making . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. The Council understands the needs of local people . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. The Council responds to the needs of local people . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. The Council is serious about improving the quality of services that are provided to local people . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. I know what standards the Council expects of staff when they deal with customers . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q21** Now thinking about your particular service area, to what extent do you agree or disagree with each of these statements?

PLEASE TICK ONE BOX FOR EACH STATEMENT

		Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/ no opinion
A.	I feel personally responsible for improving customer service .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	Employees are encouraged to suggest how services could be improved .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	The quality of my service is improving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	My service is focussed on understanding and responding to customer needs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.	My service provides an equal service to all customers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION 6: EQUAL OPPORTUNITIES**

**Q22** To what extent do you agree or disagree with the following statements about Equal Opportunities at Cherwell District Council?

PLEASE TICK ONE BOX FOR EACH STATEMENT

		Strongly agree	Tend to agree	Neither agree/nor disagree	Tend to disagree	Strongly disagree	Don't know/ no opinion
A.	Cherwell DC is an Equal Opportunities employer .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	I am aware of the Council's Corporate Equality and Diversity Policy .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	I am treated with fairness and respect here .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	My work environment is free from bullying and harassment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.	My work environment is free from discrimination .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F.	Cherwell DC is a 'family friendly' employer .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G.	Part time workers have equal access to career progression .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q23** To what extent, if at all, have you felt disadvantaged at Cherwell District Council on account of...?

PLEASE TICK ONE BOX PER ROW

		A great deal	A fair amount	Not much	Not at all	Don't know/ no opinion
A.	Your sex .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	Your age .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	Your race/ethnicity .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	Your religion .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.	A disability .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F.	Your sexual orientation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G.	Your marital status .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION 7: LOOKING AHEAD

**What do you think you'll be doing in two years time?**

**Q24** PLEASE TICK ONE BOX ONLY

- Doing the same job in the same organisation
- Doing a different job in the same organisation
- Doing a different job at a higher level in the same organisation
- Working for a different organisation in a similar work/business sector
- Working for a different organisation in a different work/business sector
- Retired
- Taking a career break
- Other

**If you could make one suggestion to improve Cherwell District Council for the better, what would it be?**

**Q25**

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**Finally, please add any other comments that you feel would be relevant but have not yet been covered:**

**Q26**

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## SECTION 8: ABOUT YOU

### THE IPSOS MORI PROMISE

As an independent, objective research company, Ipsos MORI promises that your questionnaire will never be linked to you as an individual. It is important for us to be able to look at how views vary for different people in the organisation, which is why we need to know things like whether you are male or female, how long you have been with the organisation and your grade, for example. What we will not do, is analyse the information you give us in such a way that you can be identified individually. We also promise not to look at the views of groups of less than 10 people separately or provide the Council with information that will enable them to do this. Ipsos MORI is a member of the Market Research Society and is bound by its Code of Conduct not to identify individual respondent's views.

**Is your job?**

**C1** PLEASE TICK ONE BOX ONLY

- Permanent or fixed-term
- Agency or interim
- Other (please specify) \_\_\_\_\_



### Where are you based?

C2 PLEASE TICK ONE BOX ONLY

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Bodicote House    | <input type="checkbox"/> Highfield Depot     | <input type="checkbox"/> Leisure Centres         |
| <input type="checkbox"/> Thorpe Lane Depot | <input type="checkbox"/> Town Centre Offices | <input type="checkbox"/> TIC/Museums/Castle Quay |
| <input type="checkbox"/> Other             |  |  |

### How long have you worked for Cherwell District Council?

C3 PLEASE TICK ONE BOX ONLY

- |  |   |
|--|---|
| <input type="checkbox"/> Up to 1 year                    | <input type="checkbox"/> Over 10 years and up to 20 years |
| <input type="checkbox"/> Over 1 year and up to 3 years   | <input type="checkbox"/> Over 20 years and up to 30 years |
| <input type="checkbox"/> Over 3 years and up to 5 years  | <input type="checkbox"/> Over 30 years                    |
| <input type="checkbox"/> Over 5 years and up to 10 years |   |

### What grade are you?

C4 PLEASE TICK ONE BOX ONLY

- |                                   |   |
|-----------------------------------|---|
| <input type="checkbox"/> Manual   | <input type="checkbox"/> LG 18-27                 |
| <input type="checkbox"/> LG 1-6   | <input type="checkbox"/> Director/Head of Service |
| <input type="checkbox"/> LG 7-13  | <input type="checkbox"/> Don't know               |
| <input type="checkbox"/> LG 14-17 |   |

### How regularly do you deal with the public on the phone or on a face-to-face basis in your job?

C5

PLEASE TICK ONE BOX ONLY

- |   |                                       |
|---|---------------------------------------|
| <input type="checkbox"/> Most of the time | <input type="checkbox"/> Occasionally |
| <input type="checkbox"/> Some of the time | <input type="checkbox"/> Never        |

### Which Department do you work in?

C6 PLEASE TICK ONE BOX ONLY

- |   |   |
|---|---|
| <input type="checkbox"/> Admin (not team specific)                  | <input type="checkbox"/> Housing Services                                     |
| <input type="checkbox"/> Building Control and Engineering Services  | <input type="checkbox"/> Human Resources                                      |
| <input type="checkbox"/> Central Services                           | <input type="checkbox"/> Improvement Team, Community Planning, Communications |
| <input type="checkbox"/> Customer Service and Information Systems   | <input type="checkbox"/> Leisure  |
| <input type="checkbox"/> Development Control and Major Developments | <input type="checkbox"/> Legal and Democratic Services                        |
| <input type="checkbox"/> Economic Development and Estates           | <input type="checkbox"/> Planning and Affordable Housing Policy               |
| <input type="checkbox"/> Environmental Services                     | <input type="checkbox"/> Recreation and Health                                |
| <input type="checkbox"/> Exchequer Services                         | <input type="checkbox"/> Safer Communities and Community Development          |
| <input type="checkbox"/> Finance                                    | <input type="checkbox"/> Urban and Rural Services                             |

**Are you?**

**C7** PLEASE TICK ONE BOX ONLY

- Male  Female

**How old are you?**

**C8** PLEASE TICK ONE BOX ONLY

- Under 25  45 - 54  
 25 - 34  55 - 64  
 35 - 44  65+

**Do you have any long-standing illness, disability or infirmity? (long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time)**

**C9**

PLEASE TICK ONE BOX ONLY

- Yes  No

**How would you describe your ethnic group?**

**C10** PLEASE TICK ONE BOX ONLY

**Asian or Asian British**

- Bangladeshi  
 Indian  
 Pakistani  
 Other Asian background

**Black or Black British**

- African  
 Caribbean  
 Other Black background

**Chinese**

- Chinese

**Mixed**

- White & Asian  
 White & Black African  
 White & Black Caribbean  
 Other mixed background

**White**

- British  
 Irish  
 Other White background

**Other**

- Any other background

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE  
PLEASE RETURN TO IPSOS MORI BY FRIDAY 15<sup>TH</sup> FEBRUARY 2008 IN THE REPLY  
PAID ENVELOPE PROVIDED

## PERSONNEL COMMITTEE

### Employment Statistics Qtr 2 – 2009/2010

16 DECEMBER 2009

#### Report of Head of Human Resources

#### PURPOSE OF REPORT

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

This report is public
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#### **Recommendations**

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The meeting is recommended:

- (1) To note the contents of this report

#### **Executive Summary**

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##### **Introduction**

##### 1.1 Employment Statistics July to September 2009

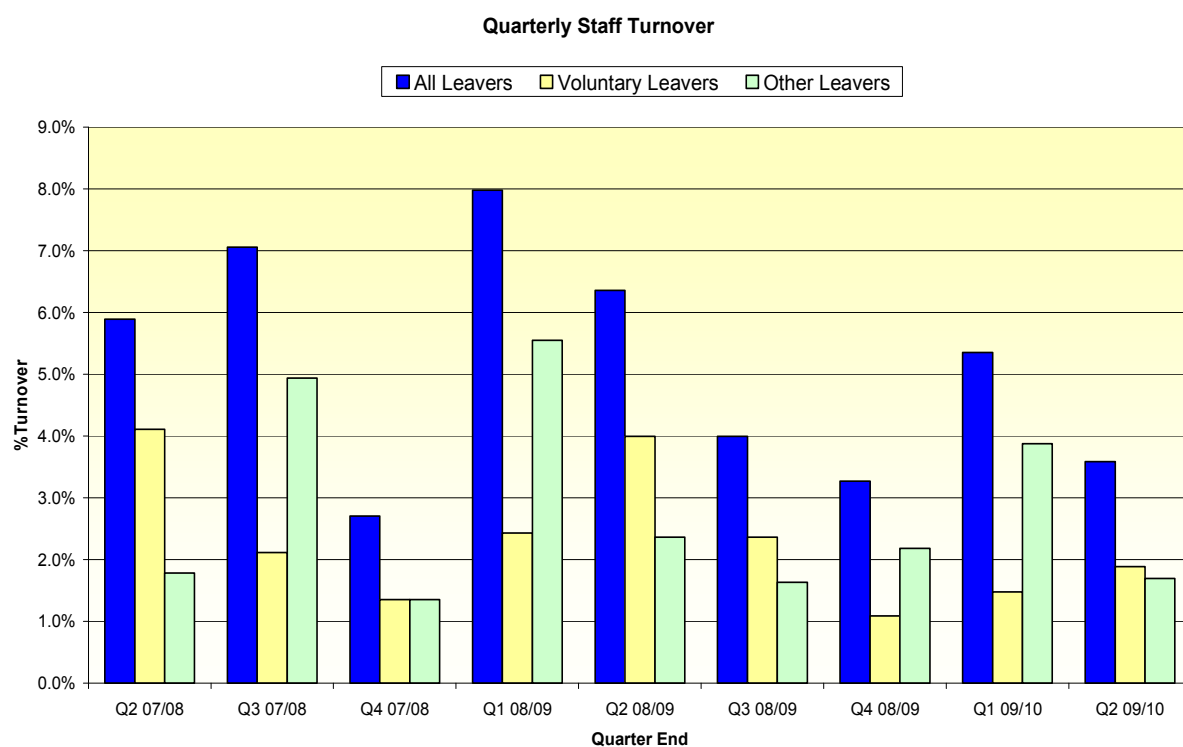
During the above period, the following quarterly changes took place in respect of individual employments.

Staff transferred to other employers under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) are excluded from the statistics shown in this report.

	July to September
Permanent – Starters (incl. Internal Transfers)	10
Permanent – All Leavers	19
Permanent – Voluntary Leavers (Leaving CDC) *	10
Temporary and Casual – Starters	9
Temporary and Casual – Leavers	4

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

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



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

## Implications

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**Financial:** All financial effects of changes can be contained within existing approved budgets.

Comments checked by Denise Westlake, Service Accountant 01295 221982

**Risk Management:** There are no risks associated with the contents of this report.

## Wards Affected

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Not applicable

## Document Information

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Appendix No	Title
Appendix 1	Quarterly Staff Turnover
Background Papers	
None	
Report Author	Anne-Marie Scott, Head of Human Resources
Contact Information	01295 221731 annemarie.scott@Cherwell-dc.gov.uk

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TURNOVER QUARTER 2 - 2009/2010		Established		Filled		Vacant		All Including Internal Transfers				Leaving CDC		Voluntary Leavers		Staff in post at End of Q1	
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	0.00	0	0.00	4	4.00
	Communications	5	5.00	5	5.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	5	5.00
	Community Planning	4	3.50	4	3.72	0	-0.22	0	0	0.00	100.00	0	0.00	0	0.00	3	2.59
	Human Resources	40	24.32	32	20.67	8	3.65	0	3	8.82	80.00	3	8.82	1	2.94	34	21.62
	<b>Totals</b>	<b>53</b>	<b>36.82</b>	<b>45</b>	<b>33.39</b>	<b>8</b>	<b>3.43</b>	<b>0</b>	<b>3</b>	<b>6.52</b>	<b>84.91</b>	<b>3</b>	<b>6.52</b>	<b>1</b>	<b>2.17</b>	<b>46</b>	<b>33.21</b>
Improvement	Improvement	5	5.00	5	5.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	4	4.00
	<b>Totals</b>	<b>5</b>	<b>5.00</b>	<b>5</b>	<b>5.00</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	0.00	0	0.00	11	11.00
	Development Control & MD	24	24.00	21	19.17	3	4.83	0	0	0.00	87.50	0	0.00	0	0.00	21	19.40
	Economic Development	9	8.08	9	8.08	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	8	7.54
	Planning & Affordable Housing	14	14.00	13	12.34	1	1.66	0	0	0.00	92.86	0	0.00	0	0.00	13	12.34
	Housing Services	36	35.18	33	31.67	3	3.51	2	1	3.23	91.67	1	3.23	1	3.23	31	30.17
	PHE Admin Inc Mgmt	26	23.47	26	23.12	0	0.35	0	0	0.00	100.00	0	0.00	0	0.00	26	23.12
	<b>Totals</b>	<b>122</b>	<b>117.73</b>	<b>113</b>	<b>105.38</b>	<b>9</b>	<b>12.35</b>	<b>2</b>	<b>1</b>	<b>0.91</b>	<b>92.62</b>	<b>1</b>	<b>0.91</b>	<b>1</b>	<b>0.91</b>	<b>110</b>	<b>103.57</b>
Environment & Community	ENC Admin Inc Mgmt	12	10.00	11	9.49	1	0.51	0	0	0.00	91.67	0	0.00	0	0.00	28	27.35
	Environmental Services	117	115.05	111	110.19	6	4.86	1	2	16.67	94.87	2	16.67	0	0.00	12	10.28
	Recreation & Health	38	28.13	29	21.33	9	6.80	2	4	3.54	76.32	3	2.65	3	2.65	113	112.00
	Urban and Rural	31	28.00	30	27.65	1	0.35	2	1	3.33	96.77	1	3.33	1	3.33	30	21.51
	Safer Communities & CD	30	29.00	28	27.35	2	1.65	0	1	3.45	93.33	1	3.45	0	0.00	29	27.00
	<b>Totals</b>	<b>228</b>	<b>210.18</b>	<b>209</b>	<b>196.01</b>	<b>19</b>	<b>14.17</b>	<b>5</b>	<b>8</b>	<b>3.77</b>	<b>91.67</b>	<b>7</b>	<b>3.30</b>	<b>4</b>	<b>1.89</b>	<b>212</b>	<b>198.14</b>
Customer Service & Resources	Corporate Property Management	10	10.00	9	9.00	1	1.00	0	0	0.00	90.00	0	0.00	0	0.00	9	9.00
	Customer Services & Info Sys	67	61.47	61	53.81	6	7.66	1	2	3.33	91.04	1	1.67	0	0.00	60	54.05
	CSR Admin Inc Mgmt	10	9.07	9	8.47	1	0.60	0	0	0.00	90.00	0	0.00	0	0.00	9	8.47
	Finance	26	26.00	22	20.35	4	5.65	0	1	4.35	84.62	1	4.35	1	4.35	23	21.35
	Exchequer Services	46	37.28	32	25.50	14	11.78	1	4	9.76	69.57	3	7.32	3	7.32	41	33.54
	Legal & Democratic	24	22.13	21	19.33	3	2.80	1	0	0.00	87.50	0	0.00	0	0.00	20	18.66
	<b>Totals</b>	<b>183</b>	<b>165.95</b>	<b>154</b>	<b>136.46</b>	<b>29</b>	<b>29.49</b>	<b>3</b>	<b>7</b>	<b>4.32</b>	<b>84.15</b>	<b>5</b>	<b>3.09</b>	<b>4</b>	<b>2.47</b>	<b>162</b>	<b>145.07</b>
TOTAL	Directorate	53	36.82	45	33.39	8	3.43	0	3	6.52	84.91	3	6.52	1	2.17	46	33.21
	Improvement	5	5.00	5	5.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	4	4.00
	Planning Housing & Economy	122	117.73	113	105.38	9	12.35	2	1	0.91	92.62	1	0.91	1	0.91	110	103.57
	Environment & Community	228	210.18	209	196.01	19	14.17	5	8	3.77	91.67	7	3.30	4	1.89	212	198.14
	Customer Service & Resources	183	165.95	154	136.46	29	29.49	3	7	4.32	84.15	5	3.09	4	2.47	162	145.07
	<b>Totals</b>	<b>591</b>	<b>535.68</b>	<b>526</b>	<b>476.24</b>	<b>65</b>	<b>59.44</b>	<b>10</b>	<b>19</b>	<b>3.56</b>	<b>89.00</b>	<b>16</b>	<b>3.00</b>	<b>10</b>	<b>1.87</b>	<b>534</b>	<b>483.99</b>

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

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## PERSONNEL COMMITTEE

### Cherwell Apprenticeship Scheme

16 December 2009

### Report of Head of Human Resources

#### PURPOSE OF REPORT

To consider introducing an apprenticeship scheme at the Council.

This report is public
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#### Recommendations

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The meeting is recommended:

- (1) To create a new position in the Council's pay and grading structure for Apprentices.
- (2) Approve recruitment into Business Administration Apprentice scheme during 2010, focusing recruitment within the Banbury Deprivation Area, subject to funding and suitably supported and resourced positions being identified across the Council.

#### Executive Summary

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##### 1. Introduction

- 1.1 The new Sustainable Community Strategy has a vision to 2030 for Cherwell to have a "diverse and resilient economy" with an objective to "foster and develop alternative ways of accessing employment such as self-employment, apprenticeships, volunteering or work-based training".
- 1.2 This new Strategy has been influenced by the Skills Summit hosted by Cherwell earlier in 2009 which identified the lack of suitably skilled and work-ready recruits in the local area. Also during 2009, there has been an increase in unemployed in Cherwell, particularly so in Banbury and amongst the younger age group who are disproportionately disadvantaged by this recession as they have little or no work experience upon which to secure a job interview.
- 1.3 Engaged in this scheme is an investment in Cherwell's young people and future Council employees, providing the first step on the ladder and

helping in a small way to halt the disaffection and marginalisation that this recession is having on the younger generation. The hope is that the young recruits rise to the challenge of the responsibilities they will be given, the respect they can earn and the work experience and qualifications they can achieve.

1.4 The Cherwell Apprenticeship Scheme is in response to the above agenda and Cherwell is seeking to be a lead organisation within the scheme, employing apprentices directly and also promoting the scheme with other Cherwell employers.

1.5 The scheme is sponsored by the Learning and Skills Council (LSC) and Oxford and Cherwell Valley College (OCVC) who have secured scarce Government funding to enable apprentice training in Business Administration to be provided free of charge and with a one year wage subsidy. The scheme is focused on 16-18 year olds, employed by Cherwell on a fixed term contract of one year which will run alongside the one year Business Administration NVQ to Level 2.

1.6 A further Government funding stream is also available to Cherwell called the Future Jobs Fund where Oxfordshire has successfully secured a wage subsidy for 18-24 year olds who have been claiming Job Seeker Allowance for 9 months. The wage subsidy is for 6 months, and there is no training subsidy, however, this coupled with the above scheme, enables the Council's apprenticeship scheme to span a wider age band of 16-24 year olds.

1.7 Additionally, it is proposed that this Council undertakes "positive action" in its recruitment into its apprenticeship scheme to help young people in the parts of Cherwell where deprivation is highest (as evidenced by the Indices of Multiple Deprivation and the unemployment statistics). This has identified three Wards in Banbury (Ruscote, Neithrop and Grimsbury & Castle) where levels of education and skills are within the 5% most deprived areas nationally. With the assistance of Connexions (careers service for young people), the Council will encourage recruitment of young people currently not in education, employment or training from within this specific catchment area.

1.8 Funding for Cherwell's apprentices for the salary and national insurance commitment not covered by the wage subsidy will be secured from a range of sources. Service areas have identified they have funding for apprentices from:

- Government grants
- restructuring proposals
- recruitment advertising savings
- agency/temporary staff savings

Further, the Council's Portfolio Holder for Economic Development and Estates has agreed to underwrite the Council's element of funding for these posts up to £30K from the Government grant for economic development activity called the LABGI fund. This is based on the Council taking on six apprentices across the Council's services.

- 1.9 As part of engaging Banbury businesses in employing business administration apprentices, Banbury Town Council has been approached. They will be considering whether there is any scope for employment of a business administration apprentice within their administration function. Given the small size of their paid staffing structure, it is likely that they will look to Cherwell for support should they wish to proceed.

### **Proposals**

- 2.1 It is proposed that the Council introduces apprenticeships into its pay and grading structure as part of the Job Evaluation Review. The Job Description and Person Spec for the Business Administration Apprentice is attached as appendix 1
- 2.2 The Council begins initially with six Business Administration Apprentices recruited in the New Year to start March 2010 across the age range of 16-24 years.
- 2.3 The Council draws on the training and wage subsidies outlined in this report.
- 2.4 The Head of Human Resources introduces a process to select apprenticeship opportunities from those Council services where:
- a need has been identified
  - where there is sufficient scope for the apprentice to experience a range of job tasks as required by their NVQ studies
  - and where adequate support for their line management has been offered and the associated management competency matrix satisfied
  - there should not be an automatic assumption that apprenticeship places are only available to those that can identify funding sources.
- 2.5 Banbury and Bicester Town Councils be offered appropriate support should they decide to join the scheme.

### **Conclusion**

- 3.1 Introduction of an apprenticeship scheme by the Council fits with its strategic priorities and is a practical response to the recession that is disadvantaging many of Cherwell's young people.
- 3.2 Cherwell as a district has been offered scarce Government funding for a new Business Administration Apprenticeship scheme to begin in the New Year.
- 3.3 This Council has the opportunity to demonstrate a leadership role in becoming an Apprenticeship employer and also an ambassador for this scheme with other local businesses.

## **Background Information**

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4.1 Apprenticeship schemes are gaining momentum nationally and have been recognised to provide the following business benefits:

- Provision of skilled workers for the future
- Developing the skills of the local workforce
- Bringing young people into local government and increasing representation of minority groups
- Increasing motivation, productivity and retention of the workforce
- Return on investment through positive contribution to the work environment and added value to the business
- A high proportion of apprentices go onto to fill management positions.

4.2 Each apprentice will need the support of a dedicated member of staff who should be capable of coaching and mentoring to ensure the proper development and support of the apprentice. A competency framework has been developed (appendix 2) and any training needs stemming from that can be met by the Council's Learning & Development team. Service Heads and nominated line managers will need to commit to some personal development and have sufficient capacity to effectively line manager the apprentice.

4.3A new scheme has been launched to recognise businesses that employ apprentices. An employers badge can be displayed highlighting the commitment to the scheme. Research highlights the positive reaction to businesses displaying the badge.

## **Key Issues for Consideration/Reasons for Decision and Options**

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5.1 Employing and managing apprentices requires commitment and resource. The key objective is to ensure they receive an appropriate level of support, training and exposure to different types of work. They should not be seen as a 'free' resource, and it will need to be clear that the line management commitment and resource is in place before any area of the Council can take on an apprentice.

5.2 Apprentices would be employed on a 12 month fixed-term contract and subject to the same terms and conditions as other staff. A new grading point (below the main scale) has been created to accommodate apprentice roles but this would be paid above the minimum wage so represents a funding investment by the Council.

5.3 At a time when the Council is making other cuts, the communication around the scheme will need to be carefully managed.

5.4 Wherever possible, apprentices will be matched to skills shortage area, so contributing to the development of future skills for the organisation.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- |                     |  |
|---------------------|--|
| <b>Option One</b>   | Determine not to have apprenticeship posts at the Council  |
| <b>Option Two</b>   | Determine to have apprenticeship posts but to not engage with the current scheme on offer  |
| <b>Option Three</b> | Determine to have an apprenticeship scheme and engage with the current scheme on offer but with a lesser number of apprentices than the proposal for six.  |
| <b>Option Four</b>  | As per this report's recommendations, determine to have an apprenticeship scheme and engage with the current scheme on offer agreeing to seek to recruit to the proposed number of six, should sufficient, suitable candidates and posts be found. |

### **Consultations**

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None

### **Implications**

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- |                         |  |
|-------------------------|--|
| <b>Financial:</b>       | <p>The financial implications have been assessed and the Council would need to reconsider its position with regard to any apprenticeship scheme should the Government subsidy be withdrawn.</p> <p>Comments checked by Karen Curtin, Head of Finance 01295 221551</p>  |
| <b>Legal:</b>           | <p>Apprenticeship employment contracts differ from normal employment contracts in that they are time limited, the Council has no obligations after the contract has expired and the apprentice has no access to the pension scheme.</p> <p>The need for 'positive action' to recruit from the deprived Wards in Banbury is evidence based and in line with corporate priorities.</p> <p>Comments checked by Liz Howlett, Head of Legal and Democratic 01295 221686</p> |
| <b>Risk Management:</b> | <p>The proposals outlined set out to engage with the most disadvantaged young people in Cherwell and</p>   |

therefore the proposals to establish adequate line management and supervision with reference to a competency framework provide an acknowledgment of this risk and a way to manage it.

Comments checked by Rosemary Watts, Insurance and Risk Manager 01295 221566

**Equality and Diversity:**

Introduction of this scheme increases the scope of the Council’s employment and therefore aims to deliver the Council’s corporate objective of improving its equality and diversity as a major employer in the local area. The scheme addresses issues around socio-economic inequality as it engages with the most disadvantaged young people in the District.

Comments checked by Claire Taylor, Corporate and Community Planning Manager 01295 221563

**Wards Affected**

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Initially Wards in Banbury, but, should further apprenticeship schemes be introduced, more or all Wards may be affected.

**Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	<i>Business Apprentice Job Description</i>
Appendix 2	<i>Line Management Competency Framework</i>
<b>Background Papers</b>	
Cherwell Apprenticeship Scheme Proposal from the LSC and OCVC	
<b>Report Author</b>	Anne-Marie Scott, Head of Human Resources and Alison Davies, Improvement Team
<b>Contact Information</b>	Anne-Marie Scott 01295 221731 <a href="mailto:Anne-marie.scott@Cherwell-dc.gov.uk">Anne-marie.scott@Cherwell-dc.gov.uk</a> Alison Davies 01295 221580 <a href="mailto:Alison.davies@cherwell-dc.gov.uk">Alison.davies@cherwell-dc.gov.uk</a>

	<b>JOB DESCRIPTION Appendix 1</b>	
	<b>Post title:</b>	<b>Business Administration Apprentice - 12 month appointment</b>
	<b>Post No:</b>	<b>TBA</b>
	<b>Grade:</b>	<b>TBA - as is the case of all employees aged over 16, all apprentices must still pay tax and national insurance on their income</b>

<b>Directorate:</b>	<b>TBA</b>	<b>Department:</b>	<b>TBA</b>
<b>Responsible to:</b>	<b>Service Manager</b>	<b>Post No:</b>	<b>TBA</b>
<b>Responsible for:</b>	<b>None</b>	<b>Post No:</b>	<b>TBA</b>

**Key Objectives:**

1	Develop the knowledge, skills and attributes to provide assistance in specified Council services areas to enable efficient and effective: <ul style="list-style-type: none"> <li>• Administration</li> <li>• IT and customer service support</li> <li>• Customer Service &amp; Appointment/visitor co-ordination</li> </ul>
2	Actively engage in the structured learning programme and undertake sufficient study to achieve the NVQ level 2 in Business Administration within the set timeframe
3	Use and practice what is learnt during the structured NVQ 2 learning programme and contribute at team meetings

**Responsibilities:**

1.	Administration: general office duties to include: <ul style="list-style-type: none"> <li>• word processing/typing/mail merging</li> <li>• printing/copying</li> <li>• filing/maintenance of records</li> <li>• in and out bound post</li> <li>• bulk mailing: e.g. creating address labels/ sorting and stuffing envelopes</li> <li>• maintenance of systems: e.g. stationery supplies</li> </ul>
2.	IT and customer service support: <ul style="list-style-type: none"> <li>• Database record checking/inputting/retrieving</li> <li>• Email management – checking/forwarding/responding</li> <li>• Website checking/updating/inputting</li> <li>• Answering the telephone/responding to general enquiries</li> <li>• Taking accurate messages/ forwarding appropriately</li> <li>• Be a part of the team providing office cover</li> </ul>
3.	Appointment/visitor co-ordination as directed: <ul style="list-style-type: none"> <li>• Co-ordinate appointments &amp; receive and manage visitors on first arrival</li> </ul>
4.	Actively engage in all aspects of personal development including accepting feedback
5.	To assist the local or national elections process as required by the Returning Officer
6.	To undertake other duties as directed from time to time consistent with the responsibilities and grading of the post.

<b>This Job Description was created by</b>	Alison Davies	<b>on</b>	24 Nov 2009
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## PERSON SPECIFICATION

Post Title	Business Administration Apprentice	Post No	TBA
JOB REQUIREMENTS			
ESSENTIAL		DESIRABLE	
<b>Qualifications</b>	GSCE in English and Maths or equivalent	GSCE in English & Maths grade C and above or equivalent European Computer Driving Licence	
<b>Experience</b>		Experience of working with customers or volunteering or working in a team	
<b>Knowledge</b>	Demonstrate an ability to develop knowledge of the role and the requirements needed to be effective		
<b>Skills</b>	Demonstrate commitment to develop skills in : <ul style="list-style-type: none"> <li>• General admin</li> <li>• Variety of IT</li> <li>• Literacy, numeracy and personal language– verbal and written</li> <li>• customer service</li> </ul> Able to take accurate notes of calls, etc	Computer Literate (Microsoft office or equivalent) –word processing, e-mail, spreadsheets, databases  Reasonable level of general admin skill: general office skills, telephone answering skills, IT skills  Good communications skills – verbal and written	
<b>Aptitudes</b>	Have a “Can do” attitude Ability to self organise Team Player Good attendance record at school/FE Flexibility around location/type of service in the Council Able to accept and act on appropriate feedback	Maintain an acceptable standard of presentation and personal hygiene	
<b>Circumstances</b>	Available to undertake paid hours with CDC and provide sufficient own personal study time to achieve qualification		



To maximise the potential of an apprenticeship will require manager/mentor to meet the following competencies:

Competence Area	Competency Statement
Delivering Results	<ul style="list-style-type: none"> <li>▪ Uses own and others time effectively (L3)</li> <li>▪ Considers the wider implications of activities (L3)</li> <li>▪ Focuses on the delivery of outcomes not processes (L3)</li> </ul>
Delivering with Others	<ul style="list-style-type: none"> <li>▪ Explains the reasons for decisions (L2)</li> <li>▪ Contributes to an environment in which difference &amp; diversity are respected (L2)</li> <li>▪ Understands the pressures affecting others and adapts own demands &amp; behaviour accordingly (L3)</li> </ul>
Leading people	<ul style="list-style-type: none"> <li>▪ Creates opportunities for staff to expand their roles and develop (L2)</li> <li>▪ Coaches staff effectively (L2)</li> <li>▪ Is accessible and approachable and gives frequent and constructive feedback (L2)</li> <li>▪ Deals effectively with underperformance (L2)</li> <li>▪ Recognises development &amp; support needs of individuals (L2)</li> <li>▪ Identifies unacceptable behaviours and takes action (L2)</li> <li>▪ Motivates and brings out the best in others (L3)</li> </ul>
Communicating & Influencing	<ul style="list-style-type: none"> <li>▪ Adopts a structured &amp; planned approach to meetings (L2)</li> <li>▪ Helps others believe they are capable of achieving high performance (L3)</li> </ul>
Analytical skills & creativity	<ul style="list-style-type: none"> <li>▪ Identifies and uses appropriate analytical tools and statistics in analysing issues (L2)</li> </ul>
<b>Other areas of knowledge and understanding</b>	
Safeguarding children	<ul style="list-style-type: none"> <li>▪ Understands the principles of safeguarding children legislation</li> <li>▪ Understands the signs and signals of abuse of children, young persons and vulnerable people</li> <li>▪ Understands the reporting process for any 'cause for concern'</li> </ul>
NVQ	<ul style="list-style-type: none"> <li>▪ Has a broad understanding of the NVQ process</li> <li>▪ Understands how to recognise opportunities to develop people</li> <li>▪ Can recognise, gather and record NVQ evidence</li> </ul>
Developing people	<ul style="list-style-type: none"> <li>▪ Uses various people development methods (coaching/mentoring/instructing) appropriately to the needs of the person and the situation</li> </ul>

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<b>LOCAL PAY TABLE</b>		
<b>01/04/09 - 31/03/10</b>		
<b>Local Grade</b>	<b>Annual Pay</b>	<b>Hourly Rate</b>
	<b>£</b>	<b>£</b>
1	12,846	6.6584
2	13,653	7.0767
3	14,466	7.4981
4	15,495	8.0315
5	16,245	8.4202
6	17,730	9.1899
7	18,534	9.6066
8	19,341	10.0250
9	20,157	10.4479
10	21,387	11.0854
11	22,695	11.7634
12	23,901	12.3885
13	25,173	13.0478
14	27,732	14.3742
15	30,234	15.6706
16	32,592	16.8933
17	34,644	17.9569
18	36,504	18.9210
19	38,388	19.8975
20	40,203	20.8383
21	42,129	21.8366
22	43,980	22.7960
23	45,864	23.7725
24	47,766	24.7584
25	49,635	25.7271
26	51,792	26.8452
27	53,949	27.9632

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