

Joint Staff Employer Forum

Chair: Councillor Bradnack
Executive Councillor for Customer Services & Resources:
Rod Cantrill



To: Councillors Bradnack (Chair), Dryden, C Rosenstiel, Shah, Smart (Vice Chair),
Ward
Alternate:
Unison (Liz Brennan), GMB (Kevin Roberts).

Despatched and placed on deposit on Friday 17 August 2007.

Date: Tuesday 28 August 2007
Time: 5.00 pm
Place: Committee Room 1
Contact: Liz Whitcher
Telephone 01223 457015
E-mail liz.whitcher@cambridge.gov.uk

Agenda

1. MINUTES

To confirm the minutes of the meeting held on 20 March 2007 as a correct record.

2. MATTERS ARISING FROM THE MINUTES

Members are requested to contact the Head of Human Resources or Committee Manager prior to the meeting with any issue they wish to raise.

3. APOLOGIES FOR ABSENCE

4. DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests which they may have in any of the following items on the agenda. If any member is unsure whether or not they should declare an interest on a particular

matter, they are requested to seek advice from the Head of Legal & Democratic Services before the meeting.

5. PUBLIC QUESTION TIME – see below for detail of the scheme and other public information.

6. SAFEGUARDING CHILDREN & VULNERABLE ADULTS POLICY AND KEY SAFEGUARDING EMPLOYMENT STANDARDS (Officer contact: Jackie Hanson, Community Development, tel. 01223-457867)

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7. STAFF SURVEY 2007 (Officer contact: Marian Mair, Organisational Development Manager, tel. 01223 458192) - (suggested by Cllr Bradnack)

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8. ACTIONS TAKEN TO RECRUIT MORE DISABLED STAFF (Officer contact: Cristina Marsh, Diversity Adviser, tel. 01223 458195) - (suggested by Cllr Bradnack)

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9. DISABLED ACCESS FOR STAFF TO COUNCIL PREMISES (Officer contact: John Cowin, Head of Property & Building Services, tel. 01223 457431) – (suggested by Cllr Bradnack)

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10. EMPLOYEE TRAVEL PLAN – OUTLINE PROPOSALS (Officer contact: Jacqueline Foglietta, Head of Human Resources, tel. 01223-458101)

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Information for the public

You are welcome to attend this meeting as an observer, although it may be necessary to ask you to leave the room during the discussion of matters which are described as confidential on the agenda.

You can ask questions on an issue included on the agenda above, or on an issue which is within this committee's powers. If you wish to ask

a question related to an agenda item contact the committee officer (listed above under 'contact') **before the meeting starts**. If you wish to ask a question on a matter not included on this agenda, please contact the committee officer by 10.00am the working day before the meeting. Further details concerning the right to speak at committee can be obtained from the committee section.

Emergency Evacuation In the event of a fire or other emergency you will hear a continuous ringing alarm. You should leave the building by the nearest exit and proceed to the assembly point in St Mary's Passage on the left hand side of Great St Mary's churchyard. Do not attempt to use the lifts. Do not attempt to re enter the building until given the all clear by a member of the City Council Staff. City Council staff will provide assistance with leaving the building.

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JOINT STAFF EMPLOYER FORUM

PRESENT: Councillors: Ward (Chair), Bradnack, C Rosenstiel, Shah and Smart
Liz Brennan (Unison), Kevin Roberts (GMB).
Executive Councillor Rod Cantrill.

Jackie Foglietta, Head of Human Resources.

1. MINUTES – 11 January 2007

The minutes of the meeting of 11 January 2007 were confirmed as a correct record.

2. MATTERS ARISING FROM THE MINUTES

The Head of Human Resources tabled a document titled 'Investors in People Business Improvement Action Plan following assessment in December 2006' as agreed under Item 7 of the previous meeting.

3. APOLOGIES FOR ABSENCE

Apologies were received from Cllr Downham, and Graham Watts, Head of City Services.

4. DECLARATION OF INTEREST

The following Councillors declared personal interests:
Councillor Bradnack as a member of NUT
Councillor C. Rosenstiel as a member of Amicus
Councillor Ward as his wife is a member of Amicus
Councillor Smart as a member of ATL.

5. PUBLIC QUESTION TIME

There were no members of the public present at the meeting.

6. OFFICE ACCOMMODATION STRATEGY

The Head of Human Resources introduced the report as the Director of Central Services was away. The strategy had been agreed at the Customer Services & Resources Scrutiny Committee on 16th January. The officer wanted to draw attention to the points at 2.2.4–2.2.6 and 3. £20,000 a year for improvement to buildings post-CAS.

Members, officers and trade union representatives made the following comments and asked questions to which others responded (A):

- How was the review of Hobson House going?
A: The review was ongoing; Cambridge United Charities had stated its position and the Council's legal team was looking into it.
- With regards to home-working becoming increasingly common, the health and safety aspects of a home working environment needed to be considered. There would also need to be arrangements for adequate childcare, and the ability to monitor the stress of home-workers. It would be necessary to consider a worker returning to office-based working if home-working didn't work out. Analysis of the costs and benefits and risks of home-working was required. Home-workers might miss out on team building.
A: The Council was not at this stage considering making full-time home-working an option. Ad-hoc home-working currently took place and there was a need to formalise arrangements to take account of, for example, health and safety issues. Stress, team building and performance management were all issues to consider.
- Remote access to IT systems would need to be secure. The theft of laptops was also a threat to security.
A: The Head of Human Resources and the IT Contract Manager would be meeting with Serco to discuss technological implications, including security arrangements.
- Risk assessments would need to be carried out on work stations at home. Desk layout was an issue and also the clear desk policy needed to be enforced.
A: Workstation assessments were being dealt with as part of the policy development.

7. GREEN TRAVEL

The Head of Human Resources tabled a briefing paper summarising the current position regarding green travel incentives for staff, and outlining various options to take the Green Travel Plan forward within existing budgets.

Members, officers and trade union representatives made the following comments and asked questions to which others responded (A):

- The sum mentioned at para 3.2 seemed unrealistic, what was the real cost?
A: The Head of Human Resources agreed to look into this. The figures did seem conservative.

- 21% of staff used bicycles, why couldn't the Council encourage more use by, say, people who lived within a 5-mile radius, and have better cycle parking at the Guildhall. Other ideas could be considered, such as purchasing less expensive pool bikes, having a council bus service for staff, or promoting the lift-sharing scheme.
 - A: A working group was looking at target groups and a travel-to-work survey had been carried out. Stagecoach offered interesting subsidies.
 - A: The car usage at Mill Road, which was c.60% – compared to 35% for the rest of the council – was concerning. This might be due to availability of public transport in terms of timetables and routes. Park & Ride did not service the Mill Road Depot area. Pump-priming of certain areas of the Council should be considered.
 - A: 'Carrots' were better than threats to existing incentives, especially in terms of using public transport which was expensive.
 - A: The 13% of staff who use buses probably includes those who use Park & Ride, though the Transport Planning Manager would be able to give accurate figures.
- It might be helpful to distinguish between 'normal' buses and Park & Ride for statistical purposes.
- It might be a good idea to concentrate on Hobson and Mandela Houses.
- The Council could see what schemes other employers had. Cambridge University pump-primed certain locations in order to have a green travel policy, and Addenbrookes Hospital had experience of workers travelling at all hours.

The scope of the Green Travel Plan did depend on the resources available in terms of funding and human resources. It was agreed that the Executive Councillor for Customer Services & Resources would meet with the Head of Human Resources and the Transport Planning Manager to discuss a realistic and timely way forward.

8 THE COUNCIL'S EQUALITY DUTY

Information regarding the Council's Equality policies was tabled. The Head of Human Resources explained that she had spoken to Cllr Downham (who had requested this item be put on the agenda) the previous week, and said that she had seemed reassured by the discussion.

9 CUSTOMER ACCESS STRATEGY NEGOTIATIONS

The Head of Human Resources tabled a document on the Key Staffing and Employment Issues. A signed Collective Agreement was attached. The initial 'ring-fence' list of 60 jobs from across the Council had been agreed and this list was currently being revised. Affected staff would be notified by letter next week and meetings had been arranged between all affected staff and representatives from Human Resources to discuss their future employment options. Skills gap-identifying workshops, supported by development centres, were being held between May and July and assessment centres would follow. Appointments would be made in September. Unsuccessful staff would receive counselling for redeployment. If staff were not successful in securing a position in the Customer Service Centre, or an alternative position in the Council through redeployment, it was probable they would become redundant. Five specialist posts would be advertised internally this week to the whole City Council. The Head of Customer Services would continue to work with the Unions.

Members, officers and trade union representatives made the following comments and asked questions to which others responded (A):

- The process had gone well and had been transparent.
- What were the five specialist posts?
A: These were outlined on the structure chart attached to the report.
- It would be more conducive to staff morale to exchange terms such as 'successful' and 'unsuccessful' with something neutral.
- The Customer Service Centre (CSC) would not be opened until January 2008. In the preceding period, staff who did not want to move into the CSC might notice positions arising elsewhere in the Council that they might want to apply for, so it would be important not to lose those people.
- Dual-role staff who would be subject to the ring-fencing might find that they lose the half of their job that they enjoy the most.
A: The management of this issue was critical to staff retention.
- Managers should analyse and be aware of the remaining structure of their team/department after the process. Development for Heads of Service to help them effectively manage change was currently in process.

The meeting ended at 6.22p.m.

JOINT STAFF EMPLOYER FORUM
28 August 2007

**Safeguarding Children & Vulnerable Adults Policy
Key Safeguarding Employment Standards**

1. Summary

- 1.1 The Children Act (2004), the Department of Health's 'No Secrets' Guidance and the Protection of Vulnerable Adults Scheme (POVA) require statutory and voluntary agencies to develop their own policies and procedures to protect children, young people and vulnerable adults from abuse.
- 1.2 Following endorsement to the Council's proposed approach by Strategy Scrutiny Committee in January 2006, a Safeguarding Children and Vulnerable Adults Policy has been produced, supported by Key Safeguarding Employment Standards and service specific procedures for those areas of the Council that have contact with children and/or vulnerable adults.

2. Work to Date

- 2.1 Work to develop a Safeguarding Children and Vulnerable Adults Policy has been progressed by a Project Team comprising officers from Community Development, Active Communities, Independent Living, Strategy, and Human Resources. In developing the draft Policy the Project Team facilitated a managers' consultation workshop (comprising 16 attendees covering all departments) as well as consultation with the Trade Unions. This work has resulted in the draft Policy, outline "Roles and Responsibilities" and an implementation Action Plan as attached.
- 2.2 The City Council are working towards the implementation of the Key Safeguarding Employment Standards endorsed by all Chief Executives of organisations within CYPSP which looks at safer employment practices, including the recruitment and selection process, induction, training and ongoing supervision and monitoring. A copy of the City Council's Key Safeguarding Employment Standards for 2007/8, together with supporting information, are attached at Appendix C and D to this report.
- 2.3 Wide consultation on the development of the policy has been undertaken. Internally initial consultation involved CMT, the Trade Unions, and key officers in those service areas that have close contact with children and/or vulnerable adults. A communication strategy will be put into place as a key

element of implementing the Policy, Service Procedures and the Key Employment Standards. Lead communicators will include:

- CMT
- Heads of Service in relevant areas
- Human Resources
- The Trade Unions
- Departmental/Service Link and Designated Officers

- 2.4 Externally, communication of the City Council's Safeguarding Children and Vulnerable Adults Policy, as well as ongoing progress towards its objectives, will continue to be undertaken through the links with the Cambridgeshire Children and Young People's Strategic Partnership, the LSCB, the Safer Employment Group and the Cambridge City and South Cambridgeshire Area Safeguarding Committee. Links to POVA are being developed through the County Council Adult Protection Service.
- 2.5 In conjunction with the LSCB, initial training programmes are being developed in Basic Child Protection Awareness, Safeguarding Designated Officer and Safe Employment. Three 25-place Basic courses have already been run and were fully subscribed with exceptional feedback from staff from a diverse range of service areas. Two more are planned for the Autumn with demand exceeding places available. The Designated course is confirmed and fully booked for October and the development of the Safe Employment training is underway.

Jackie Hanson – Community Development
Jacqueline Foglietta – Head of Human Resources

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SAFEGUARDING CHILDREN AND VULNERABLE ADULTS POLICY



September 2007

1. Introduction

- 1.1 The Children Act (2004) places a duty on key statutory agencies to safeguard and promote the welfare of children. The Act embodies the following five principles as key to wellbeing in child, young person or vulnerable adulthood and later life:
- Being healthy
 - Staying safe
 - Enjoying and achieving
 - Making a positive contribution
 - Achieving economic well being
- 1.2 The Department of Health's 'No Secrets' Guidance and Protection of Vulnerable Adults scheme (POVA) require statutory and voluntary agencies to develop local policies and procedures to protect vulnerable adults from abuse, which could include:
- Physical Abuse
 - Sexual Abuse
 - Psychological Abuse
 - Financial or Material Abuse
 - Neglect and Acts of Omission
 - Discriminatory Abuse
- 1.3 Cambridge City Council takes seriously its duty of care for children, young people and vulnerable adults and has a duty to cooperate with Cambridgeshire County Council and other partners through the new Local Safeguarding Children Board.
- 1.4 This document outlines the City Council's policy to meet these obligations and promote good practice to protect children and vulnerable adults from harm.
- 1.5 This policy will be supported by corporate Key Safeguarding Employment Standards as well as service specific procedures for those areas of the Council that have close contact with children and/or vulnerable adults.

2. Definitions

- 2.1 For the purposes of this policy the following definitions will apply:
- **Child** – a child or young person under the age of 18.
 - **Vulnerable Adult** – a person aged 18 or over who is in receipt of or may be in need of community care services by reason of mental, physical or learning disability, age or illness; and who cannot always

take care of themselves or protect themselves against significant harm or exploitation.

- **Representative** – a ‘Representative’ of Cambridge City Council may be an employee, agency staff, contractor, volunteer, member or other person working for or on behalf of the Council.
- **Parent** – generic term to represent parents, carers and guardians.
- **Criminal Records Bureau (CRB)** – the role of the CRB is to check police records and, in relevant cases, information held by the Department of Health and the Department for Education and Skills. There are two levels of CRB check currently available called Standard and Enhanced Disclosures and the POVA first check.
- **POVA** – Protection of Vulnerable Adults scheme in England and Wales for care homes and domiciliary care agencies as set out in the Care Standards Act 2000. It creates a list of people who are considered unsuitable to work with Vulnerable Adults in England and Wales, providing an extra layer of protection to the pre-employment processes. (Note: CRB and POVA checks are scheduled to change in 2008 to the Vetting and Barring Scheme.)
- **Local Safeguarding Children Board (LSCB)** – core membership, set out in the Children’s Act 2004, includes local authorities, health bodies, the police and others to coordinate the effectiveness of key agencies in safeguarding and promoting the welfare of children.
- **Disclosure** – Where a child or vulnerable adult tells a representative something that is of concern to their health and wellbeing. These are usually referred to Social Care or Adult Protection Services in the County Council.
- **Suspicion** – Where a representative observes some behaviour or exchange which causes them concern for a child or vulnerable adult. These are usually logged internally and monitored but can be referred if felt appropriate.
- **Allegations** – Where a specific action has been observed or said to have happened. These require thorough investigation (for example under the Council’s Disciplinary Procedure).
- **Abuse** – the definitions of abuse are attached as Appendix 1

3. Policy Statement

3.1 Cambridge City Council has a responsibility to provide a safe environment for children and vulnerable adults and their welfare is of paramount importance. The Council will:

- Implement departmental/service procedures to safeguard children and vulnerable adults, whatever their age, culture, disability, gender, language, racial origin, sexual identity and/or religious beliefs, to protect and support them whilst accessing our services.

- Respect and promote the rights, wishes and feelings of children and vulnerable adults.
- Promote good practice that encourages a safe environment, protects all parties and avoids mistaken allegations of abuse.
- Implement the Key Safeguarding Employment Standards which includes comprehensive procedures for the recruitment and selection process.
- Recruit, train and supervise representatives to ensure they are properly equipped to:
 - Identify where there may be a problem
 - Know how to obtain speedy, professional advice
 - Refer concerns to relevant specialists
 - Protect themselves from false accusations of abuse
- Refer any child protection concerns to Social Care Services.
- Refer any vulnerable adult protection concerns to Adult Protection Services.
- Where a criminal offence may have taken place, make immediate referral to the Police.
- Ensure all incidents of poor practice, allegations and suspicions are reported, taken seriously and responded to swiftly and appropriately.

4. Confidentiality & Data Protection

4.1 Representatives of Cambridge City Council in contact with children and vulnerable adults may become party to information which is personal and/or that may raise concerns about the welfare of the child or vulnerable adult. The following principles will apply:

- Every effort will be made to ensure that confidentiality is maintained for all concerned.
- The council has an obligation to report disclosures and concerns and therefore will always reserve the right to report child and adult protection issues.
- Information will be handled and disseminated according to agreed protocols between agencies and on a 'need to know' basis.
- Information will be accurate, regularly updated, relevant and stored securely with limited access to nominated officers, in line with current Data Protection Regulations and Human Rights legislation.

5. Structure

5.1 Charts outlining key responsibilities and how this policy will be managed are attached as Appendices 2 and 3.

6. Engagement Procedures

- 6.1 Cambridge City Council will take all reasonable steps to ensure unsuitable people are prevented from working with children and vulnerable adults by:
- Implementing the Key Safeguarding Employment Standards adopted by the LSCB, and by undertaking CRB and POVA First Checks as appropriate.
 - Amending the Council's procurement policy to include a requirement (as applicable) for contractors or suppliers to comply with, or provide assurances as to how they will comply with, the Council's Safeguarding Children and Vulnerable Adults Policy.
 - Follow the advice from the LSCB for the deployment of work experience placements to services working with Children and Vulnerable Adults.
 - Implement joint procedures with all partners to ensure consistent good practice, and clarity of responsibilities.

7. Training

- 7.1 The Council will take all reasonable steps to ensure that all representatives who are likely to come into contact with children and/or vulnerable adults as a regular part of their job will be provided with appropriate training through:
- Induction.
 - Departmental and service procedures.
 - Corporate training such as Recruitment & Selection and Disciplinary Procedures.
 - Specific Safeguarding training identified for relevant posts.
 - Corporate supervision framework, 1:1s, team meetings and performance reviews.

8. Monitoring and Review

- 8.1 This policy is subject to review every three years or whenever there is a major change in the organisation or in relevant legislation.
- 8.2 A designated group of officers, chaired by the Head of HR, will meet regularly to ensure that awareness of the policy is raised and reviewed in the light of legislative changes and developing best practice.

DEFINITIONS OF ABUSE & NEGLECT

It is not the responsibility of a Cambridge City Council Representative to decide that abuse is occurring but it is their responsibility to act on any concerns by reporting any suspicions they have.

Somebody may abuse a Child or Vulnerable Adult by inflicting harm, or by failing to prevent harm. Even for those experienced in working with abuse, it is not always easy to recognise a situation where abuse may occur or has already taken place.

There are different types of abuse and a person may suffer from more than one type. The following definitions are based on those from the department of Health Guidance 'Working to Safeguard Children' (1999).

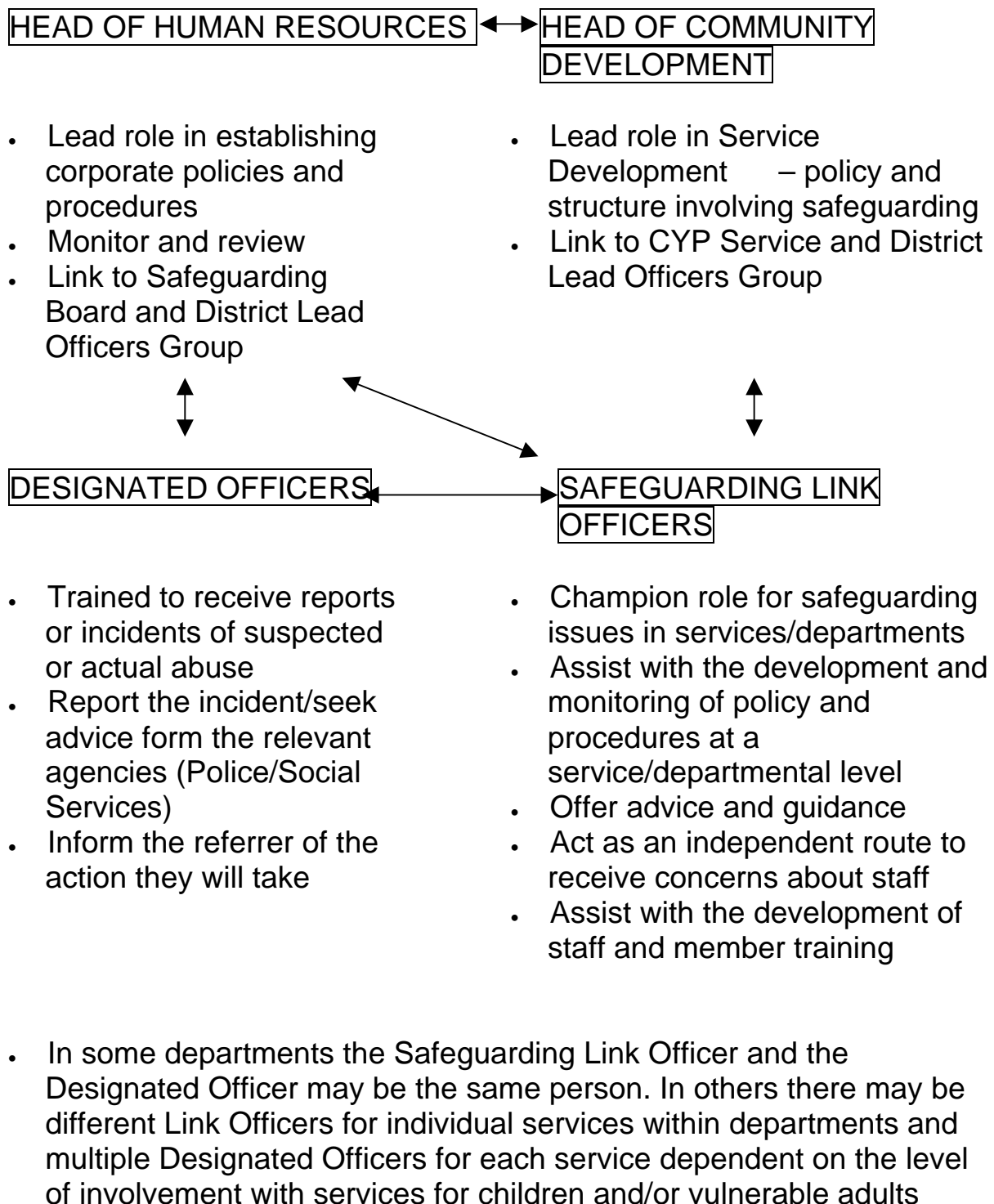
Neglect - where adults fail to meet an individual's basic physical and/or psychological needs, likely to result in the serious impairment of the person's health or development (e.g. failure to provide adequate food, shelter and clothing, failure to protect from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment.) It may also include refusal to give an individual love, affection and attention.

Physical Abuse – where an adult or another young person physically hurts or injures an individual by hitting, shaking, throwing, poisoning, burning, biting, scalding, suffocating, drowning, or otherwise causing physical harm. Physical harm may also be caused when a parent or carer feigns the symptoms of, or deliberately causes ill health to, an individual whom they are looking after.

Sexual Abuse – where an adult or another young person uses a Child or Vulnerable Adult to meet his or her own sexual needs. This could include any sexual act and can occur without any physical contact e.g. being forced to watch sexual activity. Showing children pornographic material is also a form of sexual abuse, as is making them take part in pornographic activity.

Emotional Abuse - the persistent emotional ill treatment of an individual. It may involve conveying to an individual 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 an individual to feel frightened or in danger by being constantly shouted at, threatened or taunted which may make them very nervous and withdrawn. Some level of emotional abuse is involved in all types of abuse.

STRUCTURE AND CONTACT POINTS



SAFEGUARDING RESPONSIBILITIES

Managers	Human Resources	Safeguarding Link Officer	Safeguarding Designated Officer	All Staff
<ul style="list-style-type: none"> ▪ Ensuring all their staff are aware of and understand the safeguarding policy and procedures ▪ Ensuring all other representatives whom they engage to undertake duties on their behalf, which involves contact with children or vulnerable adults understand and comply with the policy ▪ Ensure staff complete appropriate safeguarding training for their post 	<ul style="list-style-type: none"> ▪ Provide a lead role in establishing corporate policies and procedures ▪ Monitor and review ▪ Ensure CRB checks and references that refer to the candidates' suitability to work with children or vulnerable adults are taken up for all appropriate posts ▪ Will maintain secure and confidential records for all staff that have completed a CRB check ▪ Ensure appropriate training is included in the corporate training programme ▪ Ensure safeguarding is part of the 	<ul style="list-style-type: none"> ▪ Provide a champion role for safeguarding issues in their service / department ▪ Develop and monitor policy and procedures at a service / departmental level ▪ Offer advice and guidance ▪ Act as an independent route to receive concerns about staff ▪ Assist with the development of staff and member training ▪ Participate in safeguarding meetings 	<ul style="list-style-type: none"> ▪ Will provide a point of contact for staff who want to test concerns about a child or vulnerable adult ▪ Will seek advice from relevant agencies ▪ Will take forward disclosures ▪ Will provide a point of contact with the Social Services Duty Officer ▪ Keep the referrer informed of action taken 	<ul style="list-style-type: none"> ▪ Must be aware of this policy and service procedures ▪ Must attend safeguarding training identified for their post/specialist role ▪ Must not begin any unsupervised activity involving access to children and vulnerable adults prior to receiving a satisfactory CRB check ▪ Must be aware of appropriate and inappropriate behaviour for staff working with children and vulnerable adults ▪ Should know who their Link Officer and Designated Officer are ▪ Are expected to act on any suspected or potential case of child or vulnerable adult abuse. ▪ Should report any concerns

	<p>induction programme for all new staff</p>	<p>In some departments the Safeguarding Link Officer and Safeguarding Designated Officer may be the same person. Dependent upon the level of involvement with services for children or vulnerable adults there may be a need for different Link Officers for individual services within departments and multiple Designated Officers for some services</p>	<p>of inappropriate behaviour or bad practice</p>
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SAFEGUARDING CHILDREN & VULNERABLE ADULTS (CVA) POLICY KEY SAFEGUARDING EMPLOYMENT STANDARDS ACTION PLAN 2007/8

KSES	ACTION REQUIRED
Standard 1 – Recruitment	
a) Adverts and all other publicity material includes commitment to SG	<ul style="list-style-type: none"> ▪ JH to prepare statement for KH/JF approval ▪ JH to review the recruitment paperwork with JF/BM ▪ Decide policy on inclusion in adverts due to resource implications JH/JF
b) Information sent to candidates includes SG statement	<ul style="list-style-type: none"> ▪ JH to update recruitment literature with BM
c) All managers receive guidance about the need to focus on SG throughout the recruitment process	<ul style="list-style-type: none"> ▪ JH to review the R&S process with BM with a SC focus ▪ JH to review the R&S training with JF/BM to reflect the safeguarding policy and procedures
d) All managers receive specific guidance about the need to undertake personal (Warner) interviews	<ul style="list-style-type: none"> ▪ JF/JH to look at feasibility of introducing Warner interviews ▪ JH to draft criteria for posts requiring a WI ▪ JH to identify posts requiring a WI ▪ JH to develop sets of specialist questions for CVA interviews
e) All managers are clear about disciplinary consequences for non-compliance with SG policy in relation to recruitment	<ul style="list-style-type: none"> ▪ JH to review disciplinary procedures for JF approval and HR implementation ▪ JF to review training to reflect inclusion of safeguarding ▪ JH to make clear references in the policy and procedure
Standard 2 – Interviewing	
a) All recruitment panels have a minimum of two interviewers, one of whom is SG trained/aware	<ul style="list-style-type: none"> ▪ Recruitment panels are already a minimum of 2 people ▪ JH to identify posts that require one interviewer to be safeguarding trained/aware ▪ JH to include in R&S procedures/training review
b) All interviews are face to face (even if there is only one candidate)	<ul style="list-style-type: none"> ▪ Already a criteria – JH to check in R&S procedures/training
c) Notes are made and retained of the candidates' responses at interview (to be destroyed after 6 months; successful candidate's held indefinitely)	<ul style="list-style-type: none"> ▪ Already a criteria – JH to check in R&S procedures/training

<p>d) Interviews explore issues relating to the SG of children/YP/VA</p> <ul style="list-style-type: none"> ▪ Gaps in employment are checked ▪ Concerns and/or discrepancies in information provided by candidate and/or referee are explored thoroughly ▪ Candidates are asked if they wish to declare anything in the light of the requirement for a CRB check ▪ Personal Interview questions form part of the interview 	<ul style="list-style-type: none"> ▪ JH to develop an interview checklist to ensure appropriate questions are asked in relation to safeguarding ▪ Cover in safe employment training
<p>Standard 3 – References</p>	
<p>a) References are sought directly from the referee (who is a former employer and not a close relative)</p>	<ul style="list-style-type: none"> ▪ JH to check in R&S procedure/training
<p>b) Open-ended ('to whom it may concern' references) are never accepted</p>	<ul style="list-style-type: none"> ▪ JH to check in R&S procedure/training
<p>c) Written references are subject to verification and followed up verbally</p>	<ul style="list-style-type: none"> ▪ JH to check in R&S procedure/training
<p>d) For agency staff, references are checked by contacting the candidate's last place of employment</p>	<ul style="list-style-type: none"> ▪ JH to check in R&S procedure/training
<p>e) Referees are asked specific questions in relation to:</p> <ul style="list-style-type: none"> ▪ The referee's perception of the candidate's suitability to work with children/YP/VA ▪ Whether they have any concerns about the candidate working with the particular client group ▪ Whether they have any knowledge of the candidate having been personally investigated over safeguarding issues, even when the concerns may have not been evidenced 	<ul style="list-style-type: none"> ▪ JH to review Reference questionnaire ▪ JH to include in R&S procedure & training
<p>Standard 4 - Employment checks</p>	

a) Proof of identity is obtained by referring to original copies of appropriate documentation	<ul style="list-style-type: none"> JH to check R&S procedure and training with BM
b) The only documents used to evidence identity are: birth certificate, passport, driving licence or naturalisation certificate. No other documents are accepted	<ul style="list-style-type: none"> JH to check R&S procedure and training with BM
c) Records are made of the proof of identity check and kept on file	<ul style="list-style-type: none"> JH to check R&S procedure and training with BM
d) A CRB check is undertaken commensurate with the degree of contact with children/YP/Vas	<ul style="list-style-type: none"> JH/BM to review the CRB policies JH to prepare a matrix of posts and CRB requirements
e) Any additional necessary checks are made appropriate to your organisation (e.g. List 99, PoVA)	<ul style="list-style-type: none"> JH/BM to review the CRB policies JH to prepare a matrix of posts and CRB requirements
f) Posts which involve the handling of information also carry a requirement for CRB checking, even when the post-holder has no direct contact with children/YP/VA	<ul style="list-style-type: none"> JH/BM to review the CRB policies JH to prepare a matrix of posts and CRB requirements
g) No newly appointed employee is permitted to work with children/YP/VA without documented evidence of a clear check or a documented risk assessment approved by an authorised manager while the outcome from a check is being awaited	<ul style="list-style-type: none"> JH to include in R&S procedure/training JH to prepare a risk assessment template
h) Failure to receive an outcome from a check is rigorously pursued and the employee's position is reviewed at regular intervals.	<ul style="list-style-type: none"> JH/BM to review the CRB policies and include in HR procedure
Standard 5 - Post-employment	
a) Induction and probationary periods for employees are thoroughly utilised to develop employee understanding and grounding in the SG policies, ethos and culture	<ul style="list-style-type: none"> JH to review induction checklist with HR
b) During the induction/probationary period the employee always works under supervision	<ul style="list-style-type: none"> This will not always be possible JH to design a risk assessment template

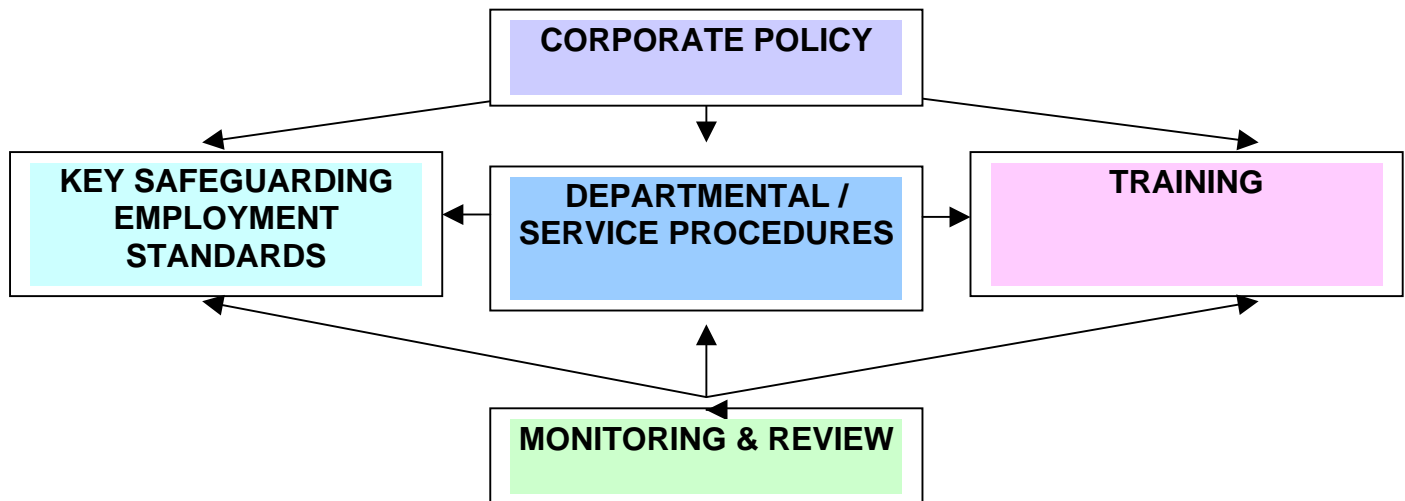
Standard 6 - Training	
a) Training re: SG and child protection is mandatory for all staff who work with children/YP/VA	<ul style="list-style-type: none"> ▪ JH to prepare training matrix ▪ JH to develop different levels of training required ▪ JH to investigate the delivery of the training and develop a training programme
b) Additional training is provided for managers in relation to the recruitment of staff and is updated regularly	<ul style="list-style-type: none"> ▪ JH to plan training with HR
c) Relevant training is mandatory for employees who do not have direct contact with children/YP and VA, but who do have access to information systems containing details of these client groups.	<ul style="list-style-type: none"> ▪ JH to include in training matrix
d) All managers are accountable for evidencing that such training for themselves and their staff has been undertaken	<ul style="list-style-type: none"> ▪ JH to maintain records of training for HR to manage ▪ IPRs to review SG training
Standard 7 - Safe Working Culture	
a) A positive obligation for SG children/YP/VA is placed on all employees via the dissemination of clear policies and overtly by managers in their day to day management of staff	<ul style="list-style-type: none"> ▪ JH/JF policy approved by committee ▪ JH to draft procedures ▪ JF to launch policy ▪ Policy roll out and training programme, R&S procedures review, safeguarding statement ▪ IPR and supervisions
b) There is evidence that the needs of children/YP/VA are paramount, they are listened to and any concerns in relation to their welfare are acted upon promptly	<ul style="list-style-type: none"> ▪ JH to develop reporting/monitoring procedure ▪ SG link officers and designated officers nominated ▪ SG roles and responsibilities have been identified
c) All employees are monitored by their line managers both in the probationary period and beyond to ensure that all expected behaviours and attitudes are complied with in relation to SG	<ul style="list-style-type: none"> ▪ JH to review induction process ▪ Put in IPR paperwork ▪ DMTs to review with teams
d) There is evidence of such monitoring embedded in performance management and appraisal systems	<ul style="list-style-type: none"> ▪ Put in IPR paperwork

Standard 8 - Whistle-blowing and Complaints	
a) A rigorous whistle-blowing policy is in place	▪ JH to review policy with HR
b) All reports about staff conduct are acted upon in a timely manner	▪ JH to review policy with HR
c) Evidence is collected to demonstrate that the whistle-blowing procedure is being used appropriately to improve outcomes	▪ JH to review policy with HR
d) An accessible complaints procedure is in place for service-users to raise concerns	▪ JH to review policy with HR
e) There is evidence that complaints are fully investigated and outcomes are recorded accurately	▪ JH to review policy with HR
Standard 9 - Policies and Procedures	
a) Managers are accountable for assuring that all HR and safe employment policies, procedures and practices are adhered to during the recruitment and selection of staff	▪ Will have policies, procedures and training in place to support this
b) All staff are provided with clear codes of conduct/safe working practice guidelines	▪ Will have policies, procedures and training in place to support this
c) Appropriate disciplinary procedures in line with HR policy are applied where SG measures are not strictly adhered to	▪ Will have policies, procedures and training in place to support this
Standard 10 - Monitoring Systems	
a) Formal audits of sufficient quality and quantity are conducted regularly	▪ JF to programme with internal audit
b) Ample time is allowed post-audit for improvements to be made	▪ As above
c) Results of audits/action plans/outcomes are recorded and reported effectively	▪ JF to undertake
d) Managers monitor the day to day work environment to ensure that a protective environment is being maintained	▪ Need to look at ways to monitor this

<p>e) Employees demonstrate their commitment to providing a protective environment for children/YP/VAs:</p> <ul style="list-style-type: none">▪ Children are appropriately supervised▪ Physical contact with children/YP/VAs complies with good practice▪ When transporting children/YP/VAs SG principles are adhered to and all relevant policies are rigorously enforced▪ Managers ensure that drivers and escorts are appropriately vetted, including those provided under contract▪ Guidance on safe working practices/codes of conduct are provided for each member of staff relevant to your organisational practices in relation to children/YP/VA	<ul style="list-style-type: none">▪ Need to look at ways to monitor this
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SAFEGUARDING CHILDREN & VULNERABLE ADULTS (CVA) POLICY

ACTION PLAN 2007/8



CORPORATE POLICY (CP)			
Ref	Action	Lead	Timescale
CP1	Refresh draft policy and circulate to project team for comments	Jackie Hanson	March 2007
CP2	Report to CMT – Draft Policy and Action Plan	Jackie Foglietta / Jackie Hanson	24 th April 2007
CP3	Joint Trade Unions Group – Draft policy briefing	Jackie Foglietta / Jackie Hanson	21 st June 2007
CP4	Joint Staff Employers Forum – Draft policy briefing	Jackie Foglietta/ Jackie Hanson	28 th August 2007
CP5	Strategy & Resources Scrutiny Committee	Jackie Foglietta/ Jackie Hanson	3 rd September 2007
CP6	Launch Policy	Jackie Foglietta / Jackie Hanson	October 2007
CP7	Embed into council	All managers/staff	Nov 2007 – April 2008
CP8	Review	Project Team	April 2008
CP9	Implement outcome of the review	Directors	June 2008

DEPARTMENTAL/SERVICE PROCEDURES (DP)

Ref	Action	Lead	Timescale
DP1	Departments to identify Safeguarding Link Officers (SLO) for procedure development	Directors / Jackie Hanson	July 2007
DP2	Departments to identify service areas where staff come into contact with CVA	Directors / Jackie Hanson	July - September 2007
DP3	Draft procedure template	Jackie Hanson	September 2007
DP4	LO group and individual meetings	Jackie Hanson / SLOs	September 2007
DP5	Service Procedure Development	Jackie Hanson / HR / SLOs	September - October 2007
DP6	Service Procedure Approval	DMTs	October 2007
DP7	Procedure Implementation – see training	DMTs	October 2007
DP8	Review Service Procedures	Jackie Hanson / HR / SLOs	April 2008
DP9	Implement outcome of the review	Directors	June 2008

KEY SAFEGUARDING EMPLOYMENT STANDARDS (ES)

Ref	Action	Lead	Timescale
ES1	Review self evaluation checklist and draft detailed KSES action plan	Jackie Hanson	April 2007
ES2	KSES Action Plan Approval	Jackie Foglietta	May 2007
ES3	Joint Trades Unions Group -discussions	Jackie Foglietta Jackie Hanson	21 st June 2007
ES4	Joint Staff Employer Forum – KSES Action Plan briefing	Jackie Foglietta Jackie Hanson	28 th August 2007
ES5	Implement KSES Action Plan	Jackie Hanson/ Jackie Foglietta	See timescales
ES6	Review KSES Action Plan progress	Jackie Hanson/ Jackie Foglietta	Monthly

TRAINING (T)			
Ref	Action	Lead	Timescale
T1	Identify training required	Jackie Hanson/ Jackie Foglietta	May 2007
T2	Develop Basic Child Protection Training programme	Jackie Hanson/ Jackie Foglietta	July 2007
T3	Launch initial programme	Jackie Hanson/ Jackie Foglietta	September 2007
T4	Develop and launch full programme and ongoing training	Jackie Hanson/ Jackie Foglietta	January 2008
T5	Review training	Jackie Hanson/ Jackie Foglietta	April 2008

MONITORING & REVIEW (MR)			
Ref	Action	Lead	Timescale
MR1	Develop and embed monitoring methods (IPRs, supervisions, inductions, etc)	Managers	October 2008
MR2	Internal audit review undertaken	Internal Audit	October 2008

Last updated: 30TH July 2007 JKH

APPENDIX C

THE KEY SAFEGUARDING EMPLOYMENT STANDARDS

BACKGROUND

The Key Safeguarding Employment Standards (KSES) have been endorsed by The Cambridgeshire Children and Young People's Strategic Partnership (CYPSP) and the Local Safeguarding Children Board (LSCB) and were launched to partner agencies in June 2006.

The KSES that follow are aimed at ensuring that children, young people and vulnerable adults, when placed in the care of others, are treated with respect, free from all forms of abuse or mistreatment. It is vitally important that all organisations, which employ people to work with children and vulnerable adults, adopt safe recruitment and selection procedures, which help to deter, reject or identify people who might abuse the vulnerable. However, policies and procedures themselves are unlikely to offer the necessary levels of protection. They must be accompanied by the creation and maintenance of a safe working culture within each organisation so that every worker understands their duty of care as well as which behaviours constitute safe practice and which should be avoided.

These standards have been developed as a minimum to be attained to assist managers to reach safer levels of recruitment, training and the management of staff. A commitment to safeguarding is the central focus at every stage of the recruitment process from the planning stages through placing an advert (which will have a clear commitment to safeguarding prominent within it) short-listing, obtaining references, providing information for candidates, conducting the interview itself, making appropriate checks of identity and qualifications as well as undertaking appropriate vetting.

Best practice at the point of recruitment will help to dissuade some unsuitable people from accepting a post and it will also help managers to identify some unsuitable candidates. However, thorough and careful recruitment procedures consistently applied will not completely eliminate the risk of appointing an abuser who is determined to gain employment, which will give them access to children, young people and the vulnerable. It is imperative; therefore, that each organisation develops a respectful and open culture which is committed to safeguarding and promoting the welfare of those it cares for. The foundation of such a safe working environment is based on the development of clear, safe policies and procedures that make explicit the practice all employees are expected to adhere to. These are demonstrably embedded in daily practice and all employees see the policies as 'living and breathing' within each work place.

THE KEY STANDARDS

1. Recruitment

Information for managers provides:

- Comprehensive, general guidance about the need to focus on safeguarding throughout recruitment and selection processes.
- Specific guidance about personal interview questions, also known as Warner interviewing.
- Clear guidance about the disciplinary consequences for non-compliance with policy.

2. Interviewing

- Recruitment panels contain a minimum of two interviewers, at least one of who is safeguarding trained, and/or aware of the safeguarding agenda.
- Interviews are face to face even if there is only one candidate.
- Notes are made and retained of candidates' responses.
- Interviews explore issues relating to the safeguarding of children, young people and vulnerable adults, for example they:
 - Investigate any apparent sizeable gaps in employment to check for credible reasons.
 - Explore concerns or discrepancies arising from the information provided by the candidate and/or referee.
 - Ask the candidate if they wish to declare anything in light of the requirement for a CRB check.
 - Make use of 'personal interview questions when selecting staff who will work with children, young people and vulnerable adults.

3. References

- References are sought directly from the referee.
- Open-ended, 'to whom it may concern' references are *never* accepted;
- Written references are subject to verification and are always followed up verbally.
- When employing agency staff references are checked by contacting the candidate's last place of employment.
- In particular, referees are asked specific questions in relation to the following:
 - The referee's perception of the individual's suitability to work with children, young people or vulnerable adults.
 - Whether they have any concerns about the candidate working with the particular client group.
 - Whether they have any knowledge of the individual being personally investigated over safeguarding issues, but which may have come to nothing.

4. Employment Checks

- When undertaking employment checks, proof of identification is obtained by referring to appropriate documentation. This is restricted to the scrutiny of original copies of either birth certificates, passports, driving licences or naturalisation certificates. No other documents are acceptable.
- An appropriate level CRB check is undertaken for each person appointed commensurate with the degree of contact with the vulnerable client base the job requires.
- Any additional checks appropriate to an organisation are also made, e.g. List 99 checks for schools; PoVA checks for residential homes for the elderly.
- Those posts which involve the handling of sensitive information also carry a requirement for CRB checking, even when the post-holder does not have direct access to the client group.
- No newly appointed employee is permitted to work with children or vulnerable adults without supervision unless there is documented evidence of a clear check and a documented risk assessment undertaken and approved by an authorised manager.
- Failure to receive an outcome from a checking process is rigorously pursued and the employee's position is reviewed at regular intervals.

5. Post-employment

- Induction and probationary periods for employees are thoroughly utilised to develop employee understanding and grounding in the safeguarding policies, ethos and culture.
- During this stage of employment, the employee works under supervision on a regular basis.

6. Training

- Training to facilitate a sound understanding of key guidance and practices about safeguarding and child protection is mandatory, updated regularly and embedded in performance management systems.
- Additional training with a specific focus on safeguarding is undertaken by those who recruit staff and is regularly updated.
- All relevant managers are accountable for evidencing that such training for themselves and their staff has been undertaken.
- Relevant training is mandatory for employees who do not have direct contact with children, young people or vulnerable adults, but who do have access to information systems containing the details of these client groups.

7. Safe Working Culture

- A positive obligation for safeguarding children, young people and vulnerable adults is placed on all employees.
- Children, young people and vulnerable adults' needs are paramount, they are listened to and any concerns in relation to their welfare are acted upon promptly.
- All employees are monitored by their line manager both in the probationary period and beyond to ensure that all staff comply with expected behaviours and attitudes that constitute best practice within individual agencies in relation to safeguarding.
- Such monitoring is evidenced through performance management and professional development arrangements such as training and appraisal systems.

8. Whistle-blowing and Complaints

- A rigorous whistle-blowing policy is in place to ensure that all concerns about staff conduct are reported and acted upon in a fair and timely manner.
- There is evidence that the whistle-blowing procedure is being used appropriately to improve outcomes.
- An accessible complaints procedure is in place for service users to raise concerns.
- There is evidence that complaints are fully investigated and recorded accurately.

9. Policies and Procedures

- Managers are responsible for ensuring that all Human Resources and safe employment policies, procedures and practices are adhered to during the recruitment selection and training of staff.
- All staff are provided with clear codes of conduct/safe working practice guidelines.
- Appropriate disciplinary procedures in line with Human Resources policy are applied where safeguarding measures are not strictly adhered.

10. Monitoring Systems

Monitoring systems and quality assurance are embedded to ensure that policy is followed through into practice.

- Formal audits of sufficient quality and quantity are conducted regularly, allowing ample time for improvements to be made post audit, with results recorded and reported effectively.

APPENDIX C

- Managers monitor the day-to-day work environment.
- Employees demonstrate their commitment to providing a protective environment for children, young people and vulnerable adults. For example, they monitor the supervision of children, young people and vulnerable adults and demonstrate good practice in relation to physical contact with children and vulnerable groups.
- There are clear, appropriate and rigorously enforced policies and procedures in place concerning the transportation of children, young people and vulnerable adults, ensuring that safeguarding principles are strictly adhered to.
- Service providers who supply drivers for the transportation of these client groups are under contractual obligation to provide drivers and escorts that are appropriately vetted; e.g. CRB checked
- Guidance on safe working practices is provided for each member of staff and includes clarity in relation to such areas as:
 - Non-routine events, such as school trips
 - Child injury/illness
 - Internet use
 - The use, supervision and handling of text and photographic media.

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Joint Staff Employer Forum

Staff Survey

28th August 2007

1. Summary

- 1.1. This briefing note has been prepared in order to inform Members about the forth-coming staff survey, which will take place in October 2007 and is to be conducted by the independent market research company IPSOS MORI.

2. Background

- 2.1. It is now four years since CCC undertook an extensive staff survey and given the level of change in progress and the rising expectations of local authorities, there is a pressing need to undertake a new survey. HR will therefore run the next survey in October 07.

Undertaking staff surveys and making improvements to address issues arising is best practice for large organisations. Organisations need to remain aware of how staff view their employer, track trends over time and make meaningful comparisons with other organisations.

The survey will act as a useful diagnostic in our work to achieve IIP 'Profile' and will contribute to achieving this by demonstrating that we consult and listen to staff and benchmark ourselves with others.

Proposals

- 3.1. We are using IPSOS MORI (formerly MORI) to undertake the survey. This is because of they have a large number of local authority clients and their benchmarking capacity is strong.

The questionnaire has been redesigned to meet current needs. It retains a number of questions from previous CCC surveys in order to track trends. It also includes 'new' IPSOS MORI benchmarking questions to enable us to compare our results with those of other authorities and adds some new questions of our own to respond to topical Cambridge issues. Questions are marked accordingly on the draft, which is attached for comment at Appendix 1.

3.2. We are continuing to ask questions about the following areas (but have reduced the number of similar questions):

- Motivation/pride in organisation
- Culture of continuous improvement
- Management style
- Communication
- Knowledge of key initiatives
- Pay and reward
- Overall satisfaction with employer.

We have new questions and more focus on:

- Change management
- Equality and diversity in practice
- Performance management
- Learning and development
- Staff involvement on environmental/sustainability activities
- Work-life-balance/flexible working
- Management of Health and safety.

This survey has been updated to reflect new legislative requirements on employers to demonstrate fairness in respect of belief/religion and sexual orientation, and staff will be asked to categorise themselves in these areas.

The draft survey has been for consultation to Members (Cllrs. Cantrill and Bradnack), DMTs and staff group steering groups, the Diversity Working Group, and JTUG.

Survey process

3.3.

- The draft questionnaire will be looked at in detail by three focus groups of staff in various roles across the Council. Run by IPSOS MORI, these will ensure that the questionnaire is fully understood and easy to complete.
- The survey will be administered electronically where possible with paper copies only going to staff who are not on e-mail.
- During the survey period we will receive running totals, by Directorate, on how many employees have completed their survey electronically. Individuals who have not completed the survey will receive e-reminders.

- Results will be presented corporately and by Directorate. Reporting will be via a presentation, from IPSOS MORI with results being distributed to Executive Councillors, Labour Group Spokes and the Trades Unions, in addition to internal communications channels aimed at all staff.
 - Departments will prepare action plans in the light of the survey findings.
- 3.4. In order to ensure that the survey has a demonstrable impact commensurate with the resources used in conducting it, we will need a monitoring process to check progress against the action plan. It is suggested that this consist of that six monthly reports to Human Resources SMT, going forward to CMT.

From: Marian Mair, Interim Organisational Development Manager



APPENDIX 1

CAMBRIDGE CITY COUNCIL EMPLOYEE SURVEY

DRAFT V4 – 06.07.07

SECTION ONE – WORKING FOR THE COUNCIL

Q1 Overall, how satisfied or dissatisfied are you with your present job? [Ipsos MORI Benchmarking Q]

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Don't know

Q2 Which of these phrases best describes the way you would speak of Cambridge City Council to people outside the organisation...

- a. ...as an employer? [Ipsos MORI Benchmarking Q]
- b. ...about its services? [Ipsos MORI Benchmarking Q]

- I would speak highly without being asked
- I would speak highly if I am asked
- I would be neutral
- I would be critical if I am asked
- I would be critical without being asked
- Don't know

Q3 Here are a number of statements about the Council. Please indicate to what extent you agree or disagree with each?

- I feel proud to work for Cambridge City Council [Ipsos MORI Benchmarking Q]

- I feel valued and recognised for the work I do [Ipsos MORI Benchmarking Q]

- Morale is good here [Ipsos MORI Benchmarking Q]

- Strongly agree
- Tend to agree



Neither agree nor disagree
Tend to disagree
Strongly disagree
Don't know

Q4 (a) Please indicate the extent to which you are satisfied or dissatisfied with each of these features in your job:

- *Interesting work* [Ipsos MORI Benchmarking Q]
- *Feeling you have accomplished something worthwhile* [Ipsos MORI Benchmarking Q]
- *Receiving the learning and development you need to do your job effectively* [Ipsos MORI Benchmarking Q]
- *Sufficient resources/facilities to do your job* [Ipsos MORI Benchmarking Q]
- *Making the best use of your skills and ability* [Ipsos MORI Benchmarking Q]
- *The ability to develop your career* [Ipsos MORI Benchmarking Q]
- *Opportunities to show initiative* [Ipsos MORI Benchmarking Q]
- *Salary* [Ipsos MORI Benchmarking Q]
- *Benefits package (holiday, pension, maternity, etc)* [Ipsos MORI Benchmarking Q]
- *Job security* [Ipsos MORI Benchmarking Q]
- *Working hours/times* [Ipsos MORI Benchmarking Q]
- *Opportunities for flexible working* [Ipsos MORI Benchmarking Q]
- *Working for a successful organisation* [Ipsos MORI Benchmarking Q]
- *Friendly colleagues/ good working atmosphere* [Ipsos MORI Benchmarking Q]
- *Health and safety*

Very satisfied
Fairly satisfied
Neither satisfied nor dissatisfied
Fairly dissatisfied
Very dissatisfied



Don't know

Q4 (b) Now looking at the list again, which four are most important to you in your job? [Ipsos MORI Benchmarking Q]

SECTION TWO – COMMUNICATIONS

Q5 Overall, how well do you think the Council keeps you informed about what is happening? [Ipsos MORI Benchmarking Q]

Cambridge City Council...

Keeps me fully informed

Keeps me fairly well informed

Gives me only a limited amount of information

Doesn't tell me much at all about what goes on

Don't know

Q6 Listed below are a number of ways in which you may receive information about the Council.

a. In which ways do you actually receive most of your information about the Council? [Ipsos MORI Benchmarking Q]

b. And which ways would you prefer to receive your information about the Council? [Ipsos MORI Benchmarking Q]

- *E-mail* [Ipsos MORI Benchmarking Q]

- *Council intranet* [Ipsos MORI Benchmarking Q]

- *Council website* [Ipsos MORI Benchmarking Q]

- *Printed materials (e.g. memos/minutes/reports)* [Ipsos MORI Benchmarking Q]

- *Notice boards* [Ipsos MORI Benchmarking Q]

- *Press/external media* [Ipsos MORI Benchmarking Q]

- *Face-to-face communications with managers* [Ipsos MORI Benchmarking Q]

- *Grapevine/rumour* [Ipsos MORI Benchmarking Q]



- *Other*
- *Don't know*

Q7 For the issues/subjects listed below, please indicate your level of knowledge/understanding of each.

- *Citizen's survey* [CCC Trend data Q]
- *Council Medium Term Objectives* [CCC Trend data Q]
- *Equalities action plans* [CCC Trend data Q]
- *Service Plans and Team Objectives* [CCC Trend data Q]
- *Comprehensive Performance Assessment (CPA)* [CCC Trend data Q]
- *Area Committees* [CCC Trend data Q]
- *Scrutiny Committees* [CCC Trend data Q]
- *Partnership working* [CCC Trend data Q]
- *Investors in People (IIP)* [CCC Trend data Q]
- *Nottingham Declaration of Climate Change*
- *Customer Access Strategy*
- *Growth Agenda*

Good
Partial
None

SECTION THREE – MANAGEMENT

Q8 Below are a number of statements or phrases which could describe a manager. Please indicate to what extent you think each statement applies to your immediate line manager [All CCC Trend data Qs]

Liberates:

- *Really listens when you have an idea*
- *Encourages full and open communication*



- *Encourages the people closest to the job to make their own decisions*

Encourages and Supports:

- *Regularly meets with me to clarify aims and priorities*
- *Gives me helpful feedback*
- *Is accessible when I need to see her/him*
- *Gives praise where it is due*
- *Supports me when there are problems*

Achieves purpose:

- *Always seeks to improve the way things are done*
- *Regularly communicates an inspirational view of future*
- *Takes staff views into account when making decisions*

Develops staff and teams:

- *Takes time to develop and guide me*
- *Regularly meets with the team to review progress and encourages their people to learn*
- *Supports me to achieve my training and development plan*

Example to others:

- *Actively encourages feedback on his/her own performance*
- *Anticipates problems*
- *Sets a good example to others by his/her own behaviour*
- *Relationships built on trust*
- *Treats everyone fairly*
- *Keeps promises and does what he/she says they will do*
- *Strikes the right balance between the needs of the public and the needs of staff*
- *Is in touch with and responds to concerns of staff*

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree



Don't know

**SECTION FOUR – PERFORMANCE MANAGEMENT,
LEARNING & DEVELOPMENT**

**Q9 When did you last receive a work appraisal /
performance review?**

- Within the last year [GO TO Q10]
- Between 1 and 2 years ago [GO TO Q10]
- More than 2 years ago [GO TO Q10]
- Never [GO TO Q11]
- Don't know/can't remember [GO TO Q11]

Q10 How useful do you find your appraisal in...

- ...*helping you to do your job effectively?* [Ipsos MORI Benchmarking Q]
- ...*providing opportunity to give feedback to your manager?*
- ...*setting clear and measurable goals for the coming year?*
- ...*your future career development?* [Ipsos MORI Benchmarking Q]

- Very useful
- Fairly useful
- Not very useful
- Not at all useful
- Don't know

**Q11 How far do you agree or disagree with the following
statements about performance management in the Council?**

*Poor performance is effectively managed by immediate
managers/supervisors* [Ipsos MORI Benchmarking Q]

*There are effective procedures in place to manage poor
performance*

Poor performance is effectively dealt with across the Council

- Strongly agree
- Tend to agree



Neither agree nor disagree
Tend to disagree
Strongly disagree
Don't know

Q12 How far do you agree or disagree with the following statements about learning and development?

- I have had the learning and development I require to do my job effectively

- I am aware of the learning and development opportunities available to me

Strongly agree
Tend to agree
Neither agree nor disagree
Tend to disagree
Strongly disagree
Don't know

Q13 Have you been on any learning and development courses/activities in the past year?

Yes
No
Don't know/can't remember

Q14 Do you have a Training and Development Plan?

Yes [GO TO Q15]
No [GO TO Q16]
Don't know/can't remember [GO TO Q16]

Q15 How useful do you find your Training and Development Plan in...?

- ...helping you to do your job effectively?
- ...your future career development?

Very useful
Fairly useful



Not very useful
Not at all useful
Don't know

Q16 In the past year, have you made a request to go on any form of learning and development courses/activity which has been refused?

Yes [GO TO Q17]
No [GO TO Q18]
Don't know/can't remember [GO TO Q18]

Q17 What were the reasons given for this refusal?

TICK ALL THAT APPLY

Level inappropriate
Subject area inappropriate
Too expensive/not enough budget
No places available
Could not allow you the time away from your day-to-day job

SECTION FIVE – WORK/LIFE BALANCE

Q18 Overall, how do you feel about the amount of work you do in a normal working week? [Ipsos MORI Benchmarking Q]

I have too much work to do
I have about the right amount of work to do
I could do more work in the time available
Don't know

Q19 How far do you agree or disagree with the following statements

- *I feel I achieve a good work/life balance*
- *The Council promotes work/life balance*
- *People working part time have the same opportunities to progress within the Council*
- *I feel that stress is affecting me in my personal life*[Ipsos MORI Benchmarking Q]



- *The organisation provides help and support mechanisms to help people manage their work/life balance*[Ipsos MORI Benchmarking Q]

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know

Q20 Listed below are examples of ways of working which may help colleagues to achieve a good 'work/life balance'. Please indicate those which...

a. ...you currently use

b. ...you currently do not use but would like to

- *Flexi-place working (Working from more than one base including home)*

- *Term time working (working school hours, during term time)*

- *Compressed work schedules (e.g. 9 day fortnight)*

- *Part-time working*

- *Job share*

- *Flexi-Time*

- *Changes to core hours*

- *Annualised hours(uneven spread of hours through the year)*

- *Remote access to IT systems*

SECTION SIX – EQUALITY AND DIVERSITY

Q21 How far do you agree or disagree with the following statements?

- *The Council provides equality of opportunity regardless of:
ethnic background*

sexual orientation

age



religion

disability

sex/gender

- *The Council has a culture which is accepting of difference*

Strongly agree

Tend to agree

Neither agree nor disagree

Tend to disagree

Strongly disagree

Don't know

Q22 Do you feel that you have personally experienced any form of discrimination, bullying or harassment in the last 12 months?

Yes [GO TO Q22b]

No [GO TO Q23]

Don't know/can't remember [GO TO Q23]

a) And do you think this discrimination, bullying or harassment was because of...

Your sex/gender

Your age

Your race/ethnicity

A disability

Your religion

Your sexual orientation

Other

Don't know/Can't remember



**SECTION SEVEN – ENVIRONMENTAL SUSTAINABILITY
& CORPORATE RESPONSIBILITY**

Q23 How do you usually travel to work? PLEASE TICK ANY COMBINATION THAT MAKES UP YOUR TYPICAL JOURNEY TO WORK

Walk

Cycle

Train

Bus

Car

Other

(Note – In order to collect information to support the Employee Travel Plan, Ipsos Mori have been asked to add a question about how far staff live from their workplace).

Q24 How important is it to you that the Council is responsible to society and the environment?

Very important

Fairly important

Not very important

Not at all important

Don't know

Q25 How seriously do you think the Council takes its responsibilities on social and environmental issues?

Very seriously

Quite seriously

Not very seriously

Not at all seriously

Don't know

Q26 To what extent are you aware of the Council's initiatives on social and environmental issues?

A great deal

A fair amount

Not much

Not at all

Don't know



Q27 How far do you agree or disagree with the following statement: *The Council provides me with the opportunity to work in an environmentally sustainable way.*

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

SECTION EIGHT – CHANGE AND THE FUTURE

Q28 Please indicate the extent to which you agree or disagree with each of the following statement about change.

- *Change here is well managed* [Ipsos MORI Benchmarking Q]
- *I find the process of change causes me concern and worry* [Ipsos MORI Benchmarking Q]
- *When changes are made, staff are not involved/consulted* [Ipsos MORI Benchmarking Q]
- *The reasons for change are well communicated to me* [Ipsos MORI Benchmarking Q]
- *I support the need for change* [Ipsos MORI Benchmarking Q]

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know/no opinion

Q29 If you could make one suggestion to improve the Council as a place to work, what would it be?

OPEN ENDED Q



ABOUT YOU

THE IPSOS MORI PROMISE

Ipsos MORI promises that your answers will never be linked to you as an individual.

It is important for us to be able to look at how views vary, which is why we need to know things like how long you have been with the organisation and your grade, for example.

We will not analyse the information in such a way that you can be identified individually. We also promise not to look at responses to individual questions from groups of less than 10 people separately or provide Cambridge City Council with the information to do this.

D1 How long have you been employed at Cambridge City Council?

- Less than 1 year
- 1 year – less than 2 years
- 2 years – less than 5 years
- 5 years – less than 10 years
- More than 10 years
- Don't know

D2 Do you live...

- In Cambridge
- In Cambridgeshire (not in Cambridge)
- Outside of Cambridgeshire

D3 In which department do you work?

- Chief Executive's/ Customer & Democratic Services
- City Services
- Community Services
- Finance
- Environment and Planning

D4 Which of the following best describes your role?

- Corporate Leader/Head of Service
- Technical/Professional (e.g. Accountant, Planner, Environmental Health Officer)
- Team Manager



Front line service provider (e.g. Customer Services Adviser, Car Parking Attendant, City Ranger)

Support and administration

D5 Which of the following best describes where you do most of your work?

Mainly office based

Mainly outdoors or community based

Other

D6 Please indicate your salary range

Up to £20,000

£20,001 - £30,000

£30,001 - £40,000

£40,001 - £50,000

More than £50,000

Prefer not to say

D7 Is your contract...

Fixed term or temporary

Permanent

Don't know

D8 Do you work...

Full-time (more than 20 hours per week)

Part-time (less than 20 hours per week)

Part-time (job share)

Other

Don't know

D9 Do you have frequent and regular contact with the general public in your day-to-day role either through face-to-face or telephone contact?

Yes / No

D10 Do you have direct responsibility for managing or supervising other employees

Yes / No



The following questions ask for personal information including age, sexual orientation, ethnicity and religion. Please note that this information is being collected in order that we can look at different views and experiences according to these subgroups and no attempt will be made to identify individuals through their responses.

ALT.

In line with current legislation and best practice relating to equal opportunities, and the Council's commitment to combating discrimination in the workplace, the Council would like to look at the survey responses against a range of demographic information. Please be assured that your responses will remain entirely confidential.

D11 What is your age?

Under 20

20 – 29

30 – 39

40 – 49

50 – 59

60 – 65

65+

D12 Are you...

Male / Female

D13 Are you, or have you ever considered yourself to be, Transgender?

Yes / No / Don't know

D14 Which of these best describes your sexual orientation?

Bisexual

Gay man

Heterosexual

Lesbian

Prefer not to say



D15 Do you consider yourself to have a disability under the Disability Discrimination Act 1995?

Yes / No / Don't know

D16 Which of the following best describes you ethnic origin?

WHITE:

British

Irish

Any other white background (PLEASE WRITE IN)

BLACK or BLACK BRITISH:

African

Caribbean

Any other black background (PLEASE WRITE IN)

ASIAN or ASIAN BRITISH:

Bangladeshi

Indian

Pakistani

Any other Asian background (PLEASE WRITE IN)

MIXED:

White and Black Caribbean

White and Black African

White and Asian

Any other mixed background (PLEASE WRITE IN)

CHINESE:

Chinese

OTHER ETHNIC GROUP: (PLEASE WRITE IN)

D17 Which of the following religious groups, if any, do you identify with?

Christian

Buddhist

Hindu

Jewish



Muslim
Sikh
I do not identify with any religious group
Other
Don't know

**ACTIONS TAKEN TO RECRUIT MORE DISABLED STAFF
(Officer contact: Cristina Marsh, Human Resources
Diversity Adviser, tel. 01223 458195) - (suggested by Cllr
Bradnack)**

Cambridge City Council recognises the importance of recruiting more disabled staff and retaining existing disabled staff. In order to make this target effective, we have taken the following steps.

1. Support into Employment agreement:

On 14th June Cambridge City Council and Papworth Trust formally signed an agreement to improve the representation of disabled people amongst our workforce. The agreement has a number of components, including raising awareness of City Council vacancies with Papworth clients, supporting disabled people through the job application process, supporting disabled people who gain employment and advising the organisation and its managers on recruiting and retaining disabled staff.

2. Promotion of Engaging Employers Agreement, retention service and Papworth's Employment Helpdesk to all managers:

Cambridge City Council widely announced the Engaging Employers agreement in our City Briefing (newsletter for internal circulation) and, as a result, agreed a placement for one of the Papworth Trust's clients. Francis Meyer is now successfully working in Community Services.

Leaflets and posters on the Engaging Employers agreement were distributed to managers attending Human Resources open days in July 2007.

We also sent marketing materials provided by the Papworth Trust to all Heads of Service including details of a Papworth Trust 'phone line that offers free and independent advice for people and their employers where health issues are a concern for either party.

The posters and leaflets have been posted on all departmental notice boards.

Papworth Trust has delivered disability awareness training session to managers in Community Services and Environment and Planning.

Future actions include:

Cambridge City Council has committed to:

- Publish the Support into Employment agreement on our website, with a briefing on what the Council is doing to promote it. This will be linked to the Papworth Trust website, inviting managers to download and use information held there.
- Publicise Papworth's Toolkit to support organisations employing disabled people in City Briefing (monthly email briefing to all managers)
- Investigate how the Toolkit can be incorporated into New Managers induction training.

Papworth Trust is committed to:

- Provide the Council with data regarding uptake and usage.

3. Recruitment

The recruitment team has included the contact details of Papworth in our job opportunities e-mail list so that disabled applicants can seek specialist support if they wish. All our application packs specifically welcome applications from disabled people.

4. Liaison and Monitoring

We have constant and effective communications and liaison with our partners in the Papworth and have already scheduled review meetings to monitor progress and agree actions accordantly.

Each quarter, City Council will provide the Papworth Trust with the following data.

- Number of new starters with a declared disability
- Job titles or type of work

- Whether full or part time, with hours worked

5. Further promotion of the project

We are currently developing case histories from new job starters and from current employees to raise awareness of disability among our staff. Papworth wishes to use Cambridge City as a case study exemplar to other organisations.

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JOINT STAFF EMPLOYER FORUM

28 AUGUST 2007

Disabled Access for Staff in Council Premises.

1. Summary

- 1.1 This paper has been prepared at the request of Cllr Bradnack and identifies which premises are not currently disabled accessible to staff, the costs associated with making them so and to consider the current “as and when” policy.

2. Background

- 2.1 The Disability Discrimination Act 1995 introduced legislation making it against the law for employers to discriminate against a disabled person because of their disability. The Act protects anyone who meets the definition of disability.
- 2.2 Employers have a duty to consider what reasonable adaptations can be made to working practices or premises to overcome the effects of disability.
- 2.3 With effect from 2004 the Council had a duty to remove or adapt physical features which prevent or make it more difficult for disabled people to use Council services. In preparation for this duty the Council commissioned an access audit of its qualifying buildings and subsequently undertook a wide range of improvements / alterations to make their buildings DDA compliant.
- 2.4 Whilst these works were particularly aimed at improving accessibility to Council services for the public, they also resulted in improvements that benefit disabled employees.
- 2.5 In addition works of adaptation have been carried out on an “as required basis” to meet the needs of existing or newly appointed disabled employees in their working environment. This has principally involved the replacement of standard door closers (required in corridors for fire safety purposes) with electric opener / closers but has also included creation of an additional disabled toilets, a wheelchair ramps, relining car parking areas etc.
- 2.6 This means that the parts of buildings which are accessed by the public and areas where disabled employees are or have been based can be said

to be disabled accessible for staff. However, the internal layouts of the mostly old buildings means that such staff do not enjoy complete freedom of movement.

3. Administrative Buildings

3.1 The current position with administrative buildings is as follows:-

Guildhall – There is satisfactory access from Peas Hill giving access to the ground floor and lifts to all floor levels but corridor access is restricted to areas where fire doors fitted with closers have had them replaced with electric opener / closer mechanisms. This means that, for example, at present the 4th floor of the Guildhall is not accessible, the majority of the 3rd floor is, the 2nd floor and the 1st floor are accessible and the ground floor is accessible. The cost of installing door opener mechanisms is approximately £1,000 per door plus electrical connections and the doors require a maintenance contract, which means that there is an ongoing revenue cost associated with them. Installing additional electric door opener / closers would extend accessibility to all corridors, but it is possible that some offices would require modifications to doors and then alterations to room layouts in the vicinity of doors to provide adequate manoeuvring space. . Attempting to achieve total accessibility across a building, particularly an older office building could be potentially very expensive, disruptive and be an over-reaction to meeting the reasonable needs of a disabled employee. The Guildhall currently has 3 disabled toilets ,at ground ,first and third floor.

Hobson House – This elderly listing building offers some limited ground floor space that can be accessed by the disabled but the majority of the building cannot be described as disabled accessible although parts of the upper floors can be accessed via the linkage to Mandela House which does have a lift. There is no doubt that further accessibility improvements can be made at ground and 1st floor levels but the nature of the building is such that any improvements would be much better tailored to meeting the needs of a particular disabled employee and the employing dept. The building does have a disabled toilet at ground floor level. There will be an opportunity to make some accessibility improvements when ground floor space is reallocated after CAS commences

Mandela House – This building is shortly to be adapted to accommodate the Customer Access Centre and the design will ensure that the ground floor is fully disabled accessible. There is lift access to the 1st and 2nd floor. Parts of the upper floors are readily accessible from the lift corridors but

additional electric opener / closer mechanisms are required. The more traditional accommodation in Llandaff Chambers would require work at an office level to achieve full accessibility and, as with the Guildhall, would be best concentrated on meeting the needs of a particular disabled employee.

Parsons Court – The office accommodation at Parsons Court is accessed by a narrow domestic style staircase and is as not disabled accessible and to all intents and purposes cannot be made so.

Lion House – This accommodation is more modern than the rest of the Council's town centre offices. It is leased by the Council and responsibility for the common parts between the street entrance and our 2nd floor accommodation is the responsibility of the landlord. With their co-operation, the Council has installed a call system but a disabled person cannot gain admission without assistance. The landlord is in the process of commissioning works to upgrade the lifts, which will make them DDA compliant, but Property Services are seeking clarification about whether the works will extend to main entrance improvements. Access to the office suite itself would require the installation of electric door opener / closers but once inside the accommodation will be reasonably easy to make disabled accessible by virtue of being largely open plan. The accommodation already has a disabled toilet. Internal fire doors would need to be equipped with electric opener / closer mechanisms.

4. Other Buildings

- 4.1 The report writer has not had the resources to review the situation at other Council buildings where staff are based but the general principles of accessibility can be discerned from the comments relating to the Administration Buildings above. Essentially upper floor areas without lift access are not going to be disabled accessible and external and internal fire doors with closures mechanisms are not going to be disabled accessible without the installation of electric opener / closer mechanisms. Any buildings without existing disabled toilet facilities will require installation of same and for larger buildings additional ones may be required on each floor. In older (and listed)buildings there can be constraints on where these can be sited

5. Costs

- 5.1 It has not been possible to produce an estimate of the costs involved in making our administrative buildings truly disabled accessible in all respects and even a more partial approach would require significant resources devoting to such an exercise.

6. The As and When Policy

- 6.1 The current policy of carrying out modifications to meet the needs of disabled employees is actually a realistic way of phasing works to meet the priority requirement. Once adaptations are made they subsist for the benefit of subsequent disabled employees and are a cost effective way of meeting the challenge and achieving rolling improvements . However, if funds are available, there is no reason why the Council cannot be proactive in anticipating some of the areas where improvements ought to be made and I would recommend that Property Services liaise with the Access Officer to identify worthwhile projects ahead of absolute need. Examples of forward planning already include the provision of a disabled toilet adjacent to the Council Chamber and imminent alterations to seating within the Chamber to accommodate future disabled Elected Members.

JOINT STAFF EMPLOYER FORUM
28 August 2007

Employee Travel Plan

1. Summary

- 1.1 This briefing paper sets out progress with the development of a City Council Employee Travel Plan, together with the Plan's key aims and objectives, as well as a plan of actions to be taken over the period 2007-2011.

2. Background

- 2.1 Efforts have been made for some time to produce an Employee Travel Plan for City Council staff following cessation of the old "Green Travel Plan" due to lack of funding. A review to consider alternative means of promoting "green" travel to staff was conducted during 2006 by Barry Louth, Transport Planning Manager, which resulted in November 2006 in Corporate Management Team agreeing a number of proposals to encourage the use of sustainable transport by staff. CMT did however indicate that they would require further analysis and more detailed information on the remaining proposals to ensure they were able to be supported by sustainable resources.
- 2.2 There has been uncertainty over the past year over which service should assume responsibility for Employee Travel. The budget, originally planned to transfer to Environment & Planning Department, remains in Human Resources as the central driver of employee policy and practice.
- 2.3 In March 2007 Joint Staff Employer Forum requested a position statement be produced setting out proposals and available budget to take this work forward. At that time the Executive Councillor for Customer Services & Resources requested a corporate review be undertaken of existing and potential travel benefits available to staff at all Council locations. The Head of Human Resources, working with colleagues in Environment & Planning and Finance, was charged with undertaking this review.
- 2.4 As well as identifying areas in which savings could potentially be made, the review has resulted in a plan of phased actions to be undertaken during 2007-2010, which have been incorporated into the Action Plan attached as an appendix to this report, together with key objectives and the overall aims of the Travel Plan. It is intended this will form the programme of work to be added to the Travel Plan itself, which is in the process of production in line with Travel for Work Partnership guidance. The actions identified are those agreed by CMT, together with actions for which there has been previously identified political, Trade Union and/or staff support, as well as some "best practice" ideas from

other organisations. It is proposed to launch the City Council's Employee Travel Plan in October 2007 with a promotional event, accompanied by a Press Release.

3. Resources

- 3.1 Included in the Annual Statement's 2007/8 work programme is the action to "Develop and Implement a Travel Plan for council staff ...". This commitment to promoting sustainable travel initiatives for staff will be factored into the Medium Term Strategy.
- 3.2 The plan attached indicates those actions for which there is available funding within the existing Travel Plan budget and/or MTS commitment.
- 3.3 Funding for other expenditure in future years, for example to increase the number of Streetcar pool cars, will depend on the realisation of any savings made in relation to existing staff travel arrangements to fund new "green" travel initiatives. Further funding may become available through a review and realignment of existing employee travel benefits. The Pay & Reward Manager, in consultation with staff and the Trade Unions, will manage this review.
- 3.4 There may be potential to secure further funding through partnership working, for example joining with the County Council in an approach to Stagecoach for discounted staff travel, and this will be explored further.
- 3.5 It should be noted that successful implementation of the actions in the Travel Plan will also depend on the continued availability and capacity of existing operational resources, both human and financial (e.g. revenue budgets for ongoing maintenance work).

4. Communicating the Employee Travel Plan

- 4.1 Objective Five of the attached Action Plan contains proposals for communicating the finalised Employee Travel Plan, both internally and externally.
- 4.2 Shorter-term, following agreement to the Plan by the Joint Staff Employer Forum, it is proposed the following message is cascaded to all staff:

The City Council is committed to promoting the use of sustainable travel to all its employees and is producing an Employee Travel Plan detailing the actions we will take over the next three years.

The Plan aims to:

- *Improve the quality of life and reduce the financial burden for employees arising from the need to travel to and for work.*
- *Promote a healthy workforce.*

- *Reduce the Council's contribution to congestion in and around the City.*
- *Reduce the environmental impact arising from the Council's travel needs.*
- *Demonstrate community leadership in the field of travel.*

The Employee Travel Plan will be launched in October 2007 and publicised to all staff.

Jackie Foglietta
Head of Human Resources

Employee Travel Plan 2007-2010

Objectives, Targets and Actions

Cambridge City Council's Employee Travel Plan aims to:

- Improve the quality of life and reduce the financial burden for employees arising from the need to travel to and for work
- Promote a healthy workforce
- Reduce the Council's contribution to congestion in and around the City
- Reduce the environmental impact arising from the Council's travel needs
- Demonstrate community leadership in the field of travel

Objective One: Improve the choice of transport modes available to employees travelling to/from and for work					
Target	Action	Lead Officer	Implementation Date	Resources Required	Funding Source
Increase number of people/journeys registered on the Liftshare website	Relaunch Liftshare car sharing scheme	Emma Boaler	2007/8	£750 relaunch £370 annual contribution	Travel Plan budget
Increase number of staff cycling to/from work	Refurbish cycle parking at Mandela/Hobson House	David Bradford	2007/8	£1,000	Travel Plan Budget
Increase use of pool bikes	Upgrade/increase cycle parking facilities in Guildhall	David Bradford	2007/8	£5,065	Travel Plan Budget
	Install cycle lockers at City Homes North and South	David Bradford	2007/8	£850	Travel Plan Budget
	Purchase limited number (20) cycle parking spaces in Grand Arcade for staff use	Emma Boaler	2007/8	£3,120 p.a.	Travel Plan Budget

	Explore options for providing secure cycling gear storage facilities for staff in Council buildings	Jackie Foglietta/ John Cowin	2008/9	TBA	Existing Maintenance or R&R Budgets or Budget Bid
Increase take-up of benefits	Renew promotion of existing sustainable travel benefits (e.g. interest free STLs, discounted cycle purchase)	Jackie Foglietta/ Karl Tattam	2007/8	Officer Time	N/A

Increase options available for staff undertaking work-related journeys	Subscribe to "sole use" pool car via Streetcar (initially one car)	Emma Boaler	2008/9	£8,000 p.a.	MTS Commitment
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Objective Two: Provide opportunities to reduce the duration/frequency of employees' commuting time

Target	Action	Lead Officer	Implementation Date	Resources Required	Funding Source
Increase number of working days staff operate from non-office bases	Implement Remote Working Policy	Karen Price/ James Nightingale	2007/8	Dependent on IT related needs	Budget Bid
Increase number of staff living within City boundaries	Review Relocation Policy	Jackie Foglietta	2008/9	Dependent on review outcomes and subsequent increase in staff participation	Departmental salary budgets

	Explore possibilities of housing assistance for Key Worker posts	Jackie Foglietta	2008/9	Officer Time	N/A
Objective Three: Provide incentives for greater use of sustainable transport					
Target	Action	Lead Officer	Implementation Date	Resources Required	Funding Source
Increase number of staff not driving to/from work	Implement a quarterly "Commuter Challenge" prize draw for all non-driving staff	Jackie Foglietta	2007/8	£600 p.a.	Travel Plan budget
Increase number of staff using public transport	Offer a 10% subsidy for staff using any form of public transport to commute to/from work	Jackie Foglietta/ Karl Tattam/ Barry Louth	2008/9	c. £21,000 p.a.	MTS Commitment
Increase number of car sharers	Provide limited free car parking spaces for car sharers of two or more staff	Jackie Foglietta/ Paul Necus	2008/9	Officer Time	N/A
Increase number of staff commuting by bicycle	Explore possibilities to introduce "salary sacrifice" cycle purchase scheme	Karl Tattam	2008/9	Officer Time	N/A

Ensure travel allowances are equitable, relate to the needs of the City Council and are available, as	Review existing staff travel allowances	Jackie Foglietta	2008/9	Officer Time	N/A
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appropriate, for all modes of travel					
Objective Four: Raise awareness of the health and environmental benefits of using sustainable travel					
Target	Action	Lead Officer	Implementation Date	Resources Required	Funding Source
Decrease emissions from staff vehicles	Provide “green” driver awareness training for staff	Emma Boaler	2007/8	£500	Travel Plan budget
Increase number of staff choosing “healthy” commuting options	Provide safe cycle training for staff	David Bradford	2007/8	£500	Travel Plan budget
	Promote “Healthy Walks” initiative	Emma Boaler	2007/8	£200	Travel Plan budget
Objective Five: Promote and monitor the success of the Employee Travel Plan to all staff, present and future					
Target	Action	Lead Officer	Implementation Date	Resources Required	Funding Source
The City Council’s Travel Plan is widely communicated and viewed as an example of best practice.	Launch Travel Plan + Press Release	Jackie Foglietta	October 2007	c. £100	Travel Plan budget
	Participate in Travel for Work Conference	Emma Boaler	November 2007	Officer Time	N/A
	Participate in annual Travel for Work Survey	Emma Boaler	2008 and ongoing	Officer Time	N/A
Take-up of sustainable travel by City Council employees increases year-on-year.	Produce Employee Travel pack for inclusion in corporate induction	Emma Boaler	March 2008	c. £500	Travel Plan budget
	Upgrade relevant sections of website/intranet/bulletin board	Emma Boaler	December 2007	Officer Time	N/A

	Conduct Employee Travel Survey and publish Travel Plan Monitoring Report every two years	Jackie Foglietta/ Barry Louth/ Emma Boaler	2008/9 and ongoing	c. £2,500 p.a.	MTS Commitment
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