

Date of issue: Monday, 17 October 2016

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Usmani (Chair), N Holledge, Bedi, Brooker, Chahal, Davis, M Holledge, R Sandhu and Sharif)
<b>DATE AND TIME:</b>	TUESDAY, 25TH OCTOBER, 2016 AT 6.30 PM
<b>VENUE:</b>	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	NEIL FRASER 01753 875015

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>LEAD</u>
	Apologies for absence.		
1.	Declarations of Interest		

*All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare*

*that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.*

*The Chair will ask Members to confirm that they do not have a declarable interest.*

*All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.*

2.	Minutes of the Meeting held on 21st June 2016	1 - 6	
3.	Temporary Agency Staff - Progress on Implementation and Baseline Monitoring	To Follow	Roger Parkin
4.	Recruitment and Selection Policy and Procedure	7 - 36	Gemma Bailey
5.	Criminal Records Check (DBS) Policy and Procedure	37 - 68	Gemma Bailey
6.	Staff Development Programme Update	69 - 100	Jules Potter
7.	Staff Wellbeing Update	101 - 120	Surjit Nagra
8.	Member's Attendance Record	121 - 122	
9.	Date of Next Meeting		

#### Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

**Employment & Appeals Committee – Meeting held on Tuesday, 21st June, 2016.**

**Present:-** Councillors Usmani (Chair), N Holledge (Vice-Chair), Bedi, Brooker, Davis, Sharif and M Holledge

**Apologies for Absence:-** Councillor Chahal

**PART 1**

**1. Declarations of Interest**

None.

**2. Minutes of the Meeting held on 6th April 2016**

**Resolved -** That the minutes of the meeting held on 6<sup>th</sup> April 2016 be approved as a correct record.

**3. Introduction to the Role of the Committee and Workforce Issues for the Year Ahead**

Christina Hefferon, Assistant Director OD and HR, updated Members on the role of the Committee and Workforce issues for the year ahead.

Members were informed that Ms Hefferon had been in the post of Assistant Director since September 2015. The role was a new one for Slough Borough Council, and it was her remit to ensure there was a quality OD and HR structure in place within the Council moving forward. This included ensuring that the HR policies were improved to ensure policies were simpler and easy to follow and understand.

Workforce issues in the year ahead included further updates to HR policies, and the launch of the new Payroll and HR Agresso system. Information regarding these topics, and other issues that may arise during the year, would be brought to future meetings of the Committee.

Members were advised that a number of staff were returning to SBC employment, including library staff, and staff from Cambridge Education. From Cambridge Education, the majority would be moving to the Slough Children's Services Trust, though the Council would retain a small team moving forward.

Members requested details of any impending redundancies. It was confirmed that there were currently a low number of redundancies being processed. However, Members were advised that it was important to note that in all instances, it was the post that was made redundant, and not the person. In such an instance, all efforts were made to redeploy the staff member to another role within the organisation.

## **Employment & Appeals Committee - 21.06.16**

### **4. Introduction to Gemma Bailey - Head of Corporate HR**

Christina Hefferon, Assistant Director OD and HR, introduced the Committee to Gemma Bailey, the new Head of Corporate HR.

Ms Bailey advised Members that she had joined the Council following 14 years spent at Royal Holloway University, where she was Deputy Director of HR. It was confirmed that Ms Bailey would be responsible for HR matters that covered the whole of the Council, including Pay and Recruitment matters.

Members welcomed Ms Bailey to the Council, and advised they were looking forward to working with her moving forward.

### **5. Introduction to Martin Vaggers - Agresso Project Manager**

Christina Hefferon, Assistant Director OD and HR, introduced the Committee to Martin Vaggers, Agresso Project Manager.

Mr Vaggers confirmed that his was an interim role, following approximately 30 years experience working in HR, for a variety of organisations including Local Authorities, and would be responsible for the rollout of the HR and Payroll functionality within the new Agresso system.

Members were advised that the Finance portion of the system had been implemented and was now live. However, following feedback from staff, the rollout of the HR and Payroll functionality had been put on hold until such time as staff could be given further training. In addition, the new implementation date would allow for the system to launch with the most up-to-date version. The system would be as secure as possible, and would include password protections with unique logins.

It was confirmed that, once live, the new system would comprise three key functions:

1. HR access, allowing real-time reports;
2. Staff self-service, including booking leave, reviewing payslips and P60 documents, and electronic timesheets;
3. Manager self-service, allowing Managers to authorise employee leave, register absences etc.

The new self-service functionality would mean a change to staff's existing processes, and would therefore necessitate a change a cultural change as staff became familiar with the new processes.

Currently, the system was at the planning for implementation stage, which included pilot sessions and the assignation of system champions. Whilst it was recognised that the scope of the project was large (900+ machines) all steps were being taken to ensure a smooth rollout, including upgrading staff to the new iGel system.

## **Employment & Appeals Committee - 21.06.16**

Members welcomed Martin to the Council, and advised they were looking forward to working with him in the future.

### **6. Matrix Contract Report: Temporary Agency Staff**

Roger Parkin, Strategic Director - Customer and Community Services, advised Members that following recent staff absences at Matrix due to annual leave, data received for the purpose of compiling a report had, upon review, proven to be erroneous. As such, it was felt that it was prudent to forgo publishing a report until such time as the data could be validated, to ensure any information presented was wholly correct.

In the absence of a report, Members asked a number of questions, including:

Was the Council still having difficulty in recruiting permanent staff?

*A reduction in the use of agency staff had been seen in several departments, including Planning and Building Control. This was due in part to the implementation of training and development programmes to upskill staff from junior to senior roles, thereby growing internal talent and forgoing the need to look outside the organisation. In addition, benchmarking exercises against other Local Authorities had been undertaken to ensure pay parity, and where short, the Council was paying market supplements as required, in order to incentivise prospective employees to come and work for Slough.*

How many staff members were on fixed-term contracts?

*This data could be provided following the meeting, but it was important to recognise that anyone on a fixed-term contract was employed by the Council and not an agency. The same rights and benefits applied to these employees as pertained to permanent staff, e.g. entry into the pension scheme. Salaries were equivalent to permanent staff.*

What was the Council doing to ensure that talented staff were not lost to other employers?

*Employees were incentivised to join Slough and continue to work for Slough in the long term via attractive benefits such as flexible working, smart working and pay parity. This ensured that all employees were enabled to retain a healthy and positive work/life balance.*

Members were disappointed that a report could not be brought to the meeting, and agreed that Mr Parkin would forward an interim report to all Members of the Employment & Appeals Panel as soon as possible.

### **7. Update on Agency Staff within Wellbeing**

Simon Broad, Head of Adult Safeguarding and Learning Disabilities, provided Members with an update on the use of agency staff within the Wellbeing Directorate.

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Mr Broad confirmed that while several departments had seen a reduction in their use of agency workers, the numbers of agency staff within Wellbeing remained high. The majority of these were social care staff, including qualified staff (social workers, therapists etc.) and non-qualified staff (drivers, escorts etc.)

With regard to non-qualified staff, a number of vacant positions were being deliberately retained whilst a staff rationalisation exercise was undertaken, the aim of which was to rationalise staff members under 1 manager, within 1 team. It was expected that this would save £325K annually. The agency workers were therefore required to ensure service continuity whilst this exercise was undertaken.

For qualified staff, it was recognised that there was a national shortage of people to fill roles that required skill and experience, such as social workers. Slough was competing in a challenging marketplace to attract these staff members, though one of the key incentives to attract the calibre of staff required was the unique challenges that Slough faced. Together with the attractiveness of the work, Slough was ensuring that market supplements and competitive pay packages were being offered to entice prospective employees to choose to work in Slough.

Members asked a number of questions, including:

With the implementation of the new Crossrail project and Slough's proximity to London, what was Slough doing to compete for permanent staff that could choose to work at a London Authority instead?

*Slough was endeavouring to think creatively to ensure high quality staff were choosing to work for Slough Borough Council. This included the measures discussed earlier, such as competitive salaries, but for social care workers salary was often only one consideration, and often not the most important. It was expected that the unique challenges that working in Slough presented would entice quality staff to seek employment here.*

How great was the case load of social care staff?

*Often case loads per staff member totalled 200, however, it was important to assess the complexity of those cases. For example, it could be expected that of those 200 cases, only 5 would need weekly contact, and perhaps only 1 would need daily contact. Non qualified staff could be used for those cases with low needs, whilst qualified staff could be used for cases of high need. The most important factor was to ensure cases were dealt with in a timely and proactive manner by the appropriate case officer, to ensure quality of service.*

Members thanked Mr Broad for his attendance to the meeting, and noted his verbal update.

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### **8. Update on the Transformation Programme**

Christina Hefferon, Assistant Director Organisational Development & HR, confirmed that the item updating Members on the Transformation Programme had been added to the meeting agenda in error, and was instead to be considered at a future meeting of the Corporate Consultative Forum.

### **9. Staff Wellbeing Update**

Surjit Nagra, HR and OD Business Partner, provided an update on staff wellbeing.

Members were reminded that the data was for the period ending March 2016, and that when the new Agresso system was implemented, the Committee would be provided with more up-to-date data.

The target of sickness absence for each directorate was 8.1 per FTE, with the exception of the Wellbeing directorate, which had a target of 9.4 per FTE in recognition of the different challenges staff faced. Overall, the Council had achieved a figure of 8.3 per FTE, marginally above the overall target of 8.1. It was recognised that the Wellbeing directorate and the Regeneration, Housing and Resources directorate had exceeded the 8.1 target, whilst the Chief Executive directorate and Customer and Community Services were comfortably achieving their targets.

By division, certain areas such as Community and Skills had exceeded their target, but measures had been taken to reduce sickness absence levels within these divisions.

For number of sick days per employee, it was noted that of the 836 total Council staff, only 30 were seen to have been on long term sickness (defined as sicknesses totalling over 20 days). Of these 30 staff, 24 had since returned to work, resulting in only 6 staff remaining on long term absence.

It was noted that any staff returning to work following long term absence would be referred to Occupational Health. OH would carry out a risk assessment of their work environment and make recommendations to Managers as to how best to manage their return to work. If there was no likelihood of return, Managers would then progress through formal processes which could lead to dismissal on the grounds of unsatisfactory attendance. Since the turn of the year, 3 staff members had been dismissed.

It was confirmed that absentees were contacted regularly, which could include home visits, and that all staff were required to provide the necessary documentation, e.g. fit notes etc. If employees were found to be claiming absence inappropriately, then disciplinary action would be undertaken.

As ever, the Council was endeavouring to take all available steps to reduce staff absences, including promoting a healthy lifestyle through activities and

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diet, providing support clinics such as back clinics and physiotherapy sessions, counselling services, and vaccinations.

Members sought clarity as to how regularly the Council's counselling service was used. It was agreed that anonymised figures would be brought to the next meeting.

**Resolved** - That the report be noted.

### 10. Appointment of Appeals Sub-Committee

The Committee considered a report on the establishment of an Appeals Sub-Committee. The political group nominations to the Sub-Committee were reported.

**Resolved –**

- (a) That the Appeals Sub-Committee be appointed for the 2016/17 Municipal Year.
- (b) That the terms of reference of the Sub-Committees be as set out in Appendix A
- (c) That seats be allocated to the Sub-Committee as shown in paragraph 5.1
- (d) That the following Members be appointed to serve on the Sub-Committee in accordance with the wishes expressed by the Political groups in respect of the seats allocated to them:

Sub-Committee	Seats	Labour	Conservative
<b>Appeals Sub-Committee</b>	<b>5 (+ 5 deputies)</b>	<b>4 (+4)</b> Brooker, M Holledge, N Holledge, Plenty <b>(Rasib + 3 vacancies)</b>	<b>1 (+1)</b> R Sandhu <b>(Chahal)</b>

### 11. Member's Attendance Record 2016/17

The Member's Attendance Record was noted.

### 12. Date of Next Meeting

The date of the next meeting was confirmed as Tuesday, 25<sup>th</sup> October 2016.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.58 pm)



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 25<sup>th</sup> October 2016  
**CONTACT OFFICER:** Surjit Nagra, HR Business Partner  
**AUTHOR:** Gemma Bailey, Head of Corporate HR  
**WARD(S):** All

**PART I**

**FOR APPROVAL**

**Recruitment and Selection Policy and Procedure**

**1. Purpose of Report**

The purpose of this report is to update the Employment and Appeals Committee on the improvements to the council's Recruitment and Selection Policy and Procedure.

**2. Recommendation(s)/Proposed Action**

The Committee is requested to approve the revised policy and procedure as detailed in Appendix A to ensure that a framework is in place to give clear and fair guidance to managers and staff in the handling of recruitment and selection of new employees.

**3. Supporting Information**

**Background:**

The recruitment and selection policy and procedure is a key HR policy which is fundamental to establishing an effective workforce. The policy and procedure provides a clear and transparent framework for managers to be able to assess the suitability of an employee for the post to which they have applied.

The ODHR service are undertaking a review of employment policies to ensure they continue to reflect best practice and the council's strategic aims, are user friendly and work together cohesively.

The revised Recruitment and Selection Policy has been prepared with due regard to best practice, equality and diversity, and prevailing legislation.

The objectives that have been used to review the policy have been:-

- The need to ensure there is clarity at all stages of the process.
- The need to ensure that staff are given opportunities to apply for vacant posts before they are advertised externally, although there is recognition that there will be exceptions.
- The need to be consistent with other HR policies and procedures.

#### Consultation:

Consultation has taken place with the employee engagement forum, senior management, recognised trade unions and the Disability Forum, all of whom have responded positively to the improvements.

#### Summary of key improvements:

- Outlining clear process steps to effectively review a vacancy before advertising
- Confirming that where feasible we will collate advertisements into a composite advertisement to increase our employer brand and reduce advertising costs
- Introducing a requirement to advertise vacancies internally first to maximise equality of opportunity and provide career development opportunities
- Additional guidance on advertising for non-EEA nationals (immigration requirements)
- Additional guidance on the new English language requirement for public sector workers
- Clearer information on panel composition, including giving due regard to panel member diversity
- Guidance on supporting candidates with disabilities
- Guidance on effective interviewing questions
- Guidance on providing feedback to unsuccessful candidates.

#### Implementation Process

The implementation process to introduce the revised Recruitment and Selection Policy and Procedure will include various communication methods including:

- Grapevine staff newsletter
- News round email
- E-mail to all line managers
- HRBPs to provide briefings at Senior Management Team Meetings
- Communication with Transactional HR services

ODHR are also reviewing the provision of recruitment and selection training for recruiting officers and this will reflect the new policies and guidance.

**4. Background Papers**

None

**5. Appendices**

Appendix 1: Recruitment and Selection Policy and Procedure

## RECRUITMENT & SELECTION POLICY AND PROCEDURE



Policy Schedule		
Policy owner and lead	ODHR: HR Policy Manager	
Consultation	Trade unions	September 2016
	Disability forum	September 2016
	CMT	September 2016
	CCF	October 2016
Approving body	Employment & Appeals Committee	
Date of approval		
Date of implementation		
Version number	Version 2:01 (September 2016)	
Related documents	Criminal Record Check (DBS) Policy and Procedure Recruitment of Ex-Offenders Policy Redeployment Policy and Procedure Policy and Procedure on Employing Migrant Workers	
Review interval	Three yearly (October 2019)	

DRAFT V5: 5 October 2016

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## Appendices

- A Guidance on supporting candidates with disabilities
- B Guidance on effective interview questioning
- C Guidance on providing feedback to unsuccessful candidates

### 1. Introduction

- 1.1 Slough Borough Council is committed to being an employer of choice and to attracting employees of the highest calibre. Our employees are our most important asset and are critical to the services we provide. It is therefore essential that we recruit the right people to the right positions at the right time.

- 1.2 The aim of this policy and procedure is to provide a framework for the recruitment and selection of employees, ensuring that our processes are conducted fairly, consistently and effectively.
- 1.3 As a responsible employer our approach is to:
- Recruit the best person for the position based solely on merit
  - Design positions to take advantage of potential/current employees' skills and abilities
  - Vacancies will be advertised internally in the first instance and externally if the position cannot be filled unless there are exceptional circumstances.
  - Recognise the quality, experience and career aspirations of current employees and ensure they are given proper consideration in this process.
  - Employ a range of techniques to select candidates dependent on the competencies required for the position.
  - Limit recruitment consideration to internal candidates where redundancies are likely and ring-fence vacancies that arise from re-organisation to those affected by the restructuring and at risk of redundancy.
- 1.4 This policy and procedure should be read and applied in conjunction with the Criminal Records Check (DBS) Policy and Procedure, Recruitment of Ex-Offenders Policy, Policy and Procedure for Employing Migrant Workers and our Equal Opportunities Statement. In addition, Chief Executive, Director and Assistant Director appointments must comply with the Council's Constitution.

## **2. Scope**

- 2.1 This policy and procedure covers all activities that form part of the recruitment and selection process. It is applicable to all employee recruitment excluding 'as and when' workers and those employed in schools for whom the Governing Body would be responsible. This policy with appropriate amendments is recommended for adoption by Governing Bodies who will be required to make adequate and satisfactory arrangements of their own.
- 2.2 The council has a contract in place with Matrix for the provision of temporary agency support to fill short term resourcing requirements. Whilst temporary agency requirements do not need to be advertised in the same way as outlined in this policy, there are additional approval mechanisms within the Matrix electronic system, which includes authorisation by finance, HR Business Partner and the appropriate Director.

## **3. Equality and diversity**

- 3.1 We recognise the positive value of equality and diversity and welcome applications from people of all backgrounds.
- 3.2 Recruitment panels should be aware of equality legislation and understand how discrimination can occur in the recruitment process. No applicant or candidate will

receive less favourable treatment on the grounds of any protective characteristic, namely:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Maternity and pregnancy
- Race
- Religion or belief
- Sex
- Sexual orientation.

3.3 The Slough Borough Council application form includes an equal opportunities section, which is detached from the application prior to being forwarded to the recruitment panel. We monitor details of applicants' ethnic origin, religion, sexual orientation, sex, age and whether the applicant has a disability. This helps us to prevent discrimination and identify areas of under-representation that may need attention. The collection of equality data is a corporate requirement, although applicants can decline to supply the information if they wish.

3.4 The council is a 'Disability Confident' employer (previously two ticks) and is committed to employing people with disabilities. Applicants with a disability who meet the essential criteria on the person specification will be guaranteed an interview. In addition, we will make reasonable adjustments to the recruitment and selection process to ensure that no applicant/candidate is disadvantaged as a result of their disability. Additional guidance on supporting candidates with disabilities is included in Appendix A

#### **4. Record keeping**

4.1 Transactional HR will keep all recruitment records for 12 months in accordance with the Data Protection Act 1998. It is the responsibility of the chair of the recruitment panel to ensure that all documents, including shortlisting and interview forms, notes, interview questions and copies of any correspondence, are passed to Transactional HR at the end of the recruitment process. Candidates have the legal right to submit a request to see copies of all recruitment and selection records relating to them.

#### **5. Training**

5.1 To help ensure effective and non-discriminatory recruitment and selection practices, all panel members should complete the council's internal recruitment and selection training, which is facilitated by OD/HR. Where this is not possible, as a minimum it is essential that the chair of the recruitment panel has attended the training. An e-learning refresher module is also available for those who have already attended the internal training, and should be completed every three years to keep abreast of any developments to recruitment best practice.

5.2 Any panel member recruiting to a position where someone will be working with children and vulnerable groups must also undertake safer recruitment training.

#### **6. STAGE 1: Identifying a vacancy**

6.1 Vacancies usually arise when an employee leaves an existing post or a new permanent or temporary position is required. When a position becomes vacant the line manager should:

Consider whether or not the position is still required



Consider whether it would be appropriate to re-distribute the workload (or part of it) to existing employees or reduce the workload through the use of improved processes and effective use of technology



Review and update the job description to ensure that it accurately reflects the key duties and responsibilities required of the position



Review the person specification to ensure it accurately reflects the essential and desirable qualifications, skills, experience and knowledge required. This should include consideration of any English language requirement for customer-focused positions



Where key duties and responsibilities have changed, discuss with your HR Services Officer whether the position should be re-assessed through the job evaluation scheme



For temporary positions, consider the required length of contract and whether the position should be offered on a secondment or acting up basis.



Review the required working hours for the position and whether the position can be offered on a remote and/or flexible basis.



If the vacancy has arisen as a result of a restructure, consult with your HR Services Officer before starting the recruitment process to review whether the position should be ring fenced to those affected by the re-organisation.



Draw up a clear and realistic timetable for recruitment taking account of the various steps that need to take place (including internal advertising in the first instance) and selection methods, allowing sufficient time for candidates to prepare their application and for interview



Consider who to involve in the recruitment and selection process



Prepare the job pack

## 7. STAGE 2: Preparing the job pack

### 7.1 Job descriptions

7.1.1 A job description outlines the position to be performed. It should be a straight forward description of the key duties and responsibilities and avoid jargon and abbreviations. Ideally, it should confirm any reporting lines, the position the position holder reports to and any financial responsibilities.



7.1.2 Drawing up an accurate job description is crucial to the success of the recruitment process as it provides applicants with clear information about the position. A job description should neither overstate nor understate the required duties and responsibilities as it plays an important part in helping a potential applicant to decide whether to apply. In addition, the job description indicates the expectation of performance of the employee once in position.

7.1.3 A job description template is available on SBC Insite here <http://insite/people/recruitment/recruitment-process>

## **7.2 Person specification**

7.2.1 Once the position has been defined you should consider the key qualifications, skills, experience and knowledge required to perform the position successfully. The use of fair criteria that can be measured during the selection process will help ensure the final decision is objective and will reduce the potential for discrimination.

7.2.2 Person specification criteria should be:

- Genuinely relevant to the performance of the position. If unnecessary criteria are set the pool of potential applicants will be reduced such as asking for qualifications that are not necessary for the position. In addition, in certain circumstances unnecessary criteria could constitute indirect discrimination. For example, requiring a driving licence, when driving requirements are minimal and could be fulfilled by taxi, may be discriminatory towards applicants who are unable to drive due to a disability. Similarly, specifying a certain number of years' experience does not allow for the type or breadth of experience a person may have and could be discriminatory on the grounds of age.
- Measurable; it is pointless to include criteria that cannot be tested. It is important to be clear whether criteria will be assessed against the application form, via tests and/or during the interview so that applicants can respond as clearly as possible.
- Classified as either 'essential' or 'desirable'. Essential criteria are indispensable if the position is to be carried effectively. They specify the minimum standard required and should be used in the shortlisting process as a basis for the rejection of unsuitable applicants. Desirable criteria enhance the applicant's ability to carry out the position but a lack of these would not mean that they couldn't carry out the position.

7.2.3 Criteria that could adversely impact on a people with a protected characteristic should be avoided unless fully justified as being necessary for the position. There are certain exceptions in discrimination legislation, known as genuine occupational qualifications, where a position can only be performed effectively by a particular group of people. Examples are limited and care should be given in the use of such criteria and discussed with OD/HR before advertising.

7.2.4 A person specification template is available on SBC Insite here <http://insite/people/recruitment/recruitment-process>

## 7.3 Advertisement

7.3.1 All vacancies (excluding 'as and when' hours) must be advertised and, as a minimum, be posted on SBC Insite.

7.3.2 Vacancies will be advertised internally for a minimum of one week in the first instance to help maximise equality of opportunity and provide employees with career development opportunities. In some circumstances it may be beneficial to advertise internally for two weeks (e.g. as part of restructuring). After this period, if no appointment can be made, the advertisement will be extended to include external applicants. In exceptional circumstances, the relevant Director may waive the need to advertise internally first. This is likely to include positions requiring specialised expertise where a comprehensive review of existing expertise has been undertaken.

7.3.3 Where possible, we will amalgamate vacancies into a composite advertisement to increase impact and to reduce advertising costs. Whilst this may delay the placing of an advertisement slightly, the impact of a composite advertisement often increases applicant response rates.

7.3.4 All advertisements should:

- Create a positive impression of the council. Think about selling the council, the position and the benefits we can offer
- Include an appropriate job title - make sure the audience will understand the job title
- Outline the essential criteria for applicants
- Salary range and any allowances
- Confirm particulars such as length of contract, hours and work pattern if appropriate
- Include our equality statement '*We value diversity*'
- Detail the closing and interview/assessment dates
- Be personalised as much as possible, reading as if you are speaking directly to the applicant, e.g. 'You will be responsible for' and 'you will need to have'.

7.3.5 All external advertisements will be placed on our SBC website and most will also be advertised with Jobcentre Plus. A further advertisement can be placed in one local paper (such as the Slough Observer) or in a national newspaper or professional journal if appropriate.

7.3.6 Where possible advertisements should be placed online rather than in print. Online advertisements can be live within 48 hours, cost less than printed media, have no limit on content and reach a wider pool of potential applicants.

7.3.7 Recruiting officers are encouraged to consider the use of social media for recruitment advertising. The council's twitter feed and LinkedIn page can be used to publicise

vacancies and we encourage employees to use their own professional LinkedIn pages to share vacancies within their own service areas with their online networks.

7.3.8 Whilst not essential, advertisements may offer the opportunity of an informal telephone discussion with the manager for the position. The purpose of these informal discussions is to assist applicants with understanding the position, department and organisation so they can decide whether to apply. Informal discussions do not form part of the selection process.

7.3.9 Further advice on writing advertisements and media use is available from OD/HR.

## **7.4 Advertising requirements for non-EEA nationals**

7.4.1 Where positions may need to be filled by a non-EEA migrant we must meet the Resident Labour Market Test (RLMT). The purpose of this test is to ensure that settled workers are given an equal chance to apply for positions as non-EEA migrants.

7.4.2 In order to meet the Resident Labour Market Test:

- Positions must be advertised for a minimum of 28 calendar days
- Two advertisements must be placed and one of those will be online. In most cases this will include mandatory advertising through Jobcentre Plus.
- Advertisements must clearly state the:
  - job title
  - The main duties and responsibilities of the job
  - location
  - salary package
  - skills, qualifications and experience needed
  - closing date for applications

7.4.3 Further guidance is included in the Policy and Procedure on Employing Migrant Workers.

## **7.5 English language requirements for public sector workers**

7.5.1 The Immigration Bill requires public authorities to ensure that employees in customer facing roles can speak fluent English. This 'fluency duty' applies to employees who, as a regular and intrinsic part of their role, are required to speak to members of the public.

7.5.2 Third party and agency workers who are engaged in customer facing roles for the council are also required to hold the level of English proficiency required to fulfil the position effectively.

7.5.3 To determine whether a role is customer facing or not it is necessary to consider the nature of the work involved including:

- Is there a business need for interaction with the public
- What is the frequency and form of this interaction
- What is the level of service quality and responsiveness expected by the public
- What proportion of the role is required spoken interaction with members of the public

7.5.4 Employees in a customer facing role must have a command of spoken English that is sufficient to enable the effective performance of their position. The level of language proficiency required will therefore depend on the type of customer facing role. The following factors may be relevant when considering the standard required:

- The frequency of spoken interaction
- The topic of spoken interaction
- Whether the communication is likely to include technical, profession-specific or specialist vocabulary
- The typical duration of spoken interaction
- Whether the communication is repeated in or supplemented by written material provided to customers
- The significant of spoken interaction for service delivery.

7.5.5 In the context of a customer facing role, an employee should be able to choose the right kind of vocabulary for the situation without a great deal of hesitation. They should listen to their customer and understand their needs. They should be able to tailor their approach to each conversation appropriate to their customer, responding clearly, even in complex situations. The table below provides a useful summary extracted from the CEFR levels of fluency:

CEFR Cert	Description	Fluency
B1	Threshold or intermediate	Exploits a wide range of simple language flexibility to express much of what they want. Can keep speaking comprehensibly, even though pausing for grammatical and lexical planning. Repair is evidence, especially in longer stretches of free production
B2	Vantage or upper intermediate	Adjusts to the changes of direction, style and emphasis normally found in conversation. Can produce stretches of language with a fairly even tempo; although they can be hesitant as they search for patterns and expressions. There are few noticeably long pauses.
C1	Effective operational proficiency	Expresses themselves fluently and spontaneously, almost effortlessly. Only a conceptually difficult subject can hinder a natural smooth flow of language.
C2	Master or proficiency	Expresses themselves spontaneously at length with a natural conversational flow, avoiding or backtracking around any difficulty so smoothly that the customer is hardly aware of it.

7.5.6 Person specifications and recruitment advertisements for a customer focused position should make reference to the English language requirement, for example:

***'The ability to converse at ease with customers and provide advice in accurate spoken English is essential for the post'***

7.5.7 Where a particular standard of spoken language ability has been legitimately set as a requirement of the role, applicants may need to be assessed on their English language ability, either through a formal test or as part of the interview process. Where applicants are clearly fluent to the necessary standard for the position, no further action is necessary.

7.5.8 There are a range of techniques to demonstrate spoken English ability such as:

- Competently answering interview questions in English
- Possessing a relevant qualification for the role attained as part of education in the UK or fully taught in English by a recognised institution abroad
- Passing an English spoken language competency test
- Possessing a relevant spoken English qualification at CEFR Level B1 or above, taught in English by a recognised institution abroad.

7.5.9 When the fluency duty is met by the provision of a sign language interpreter, the interpreter should be registered with the NRCPD.

7.5.10 The full code of practice on the English Language requirements is available here: <https://www.gov.uk/government/publications/english-language-requirement-for-public-sector-workers-code-of-practice>

## **7.6 Recruitment agencies**

7.6.1 Agency fees can be expensive and so generally positions will be recruited to by the council directly. However, in some circumstances it may be more effective to engage a recruitment agency, for example when it has not been possible to find a suitable applicant or for a particularly specialist or senior position. This will not eliminate the need to advertise positions internally. In addition, any external agencies who assist us with recruitment must act in accordance with this policy and with respect of our commitment to equality and diversity.

## **7.7 Application forms and CVs**

6.6.1 Applicants are required to complete our application form in order to be considered for a vacancy. They may, if they wish, submit a CV in addition to their application form. However, CVs on their own will not be accepted as they do not assist with consistent short listing and do not support our commitment to equal opportunities.

## **8. STAGE 3: Panel members**

8.1 Prior to short listing candidates, the recruiting officer should consider who will join them on the recruitment panel for shortlisting and interviewing candidates.

- 8.2 Normally all members of the main recruitment panel will be senior to that of the position being filled and, wherever possible, should include the immediate manager.
- 8.3 Additional panel interviews may be arranged (e.g. peer interviews for senior management positions). For additional panels it is not unusual for panel members to be of the same or similar level and may include the outgoing position holder who can offer useful information for candidates or members of employment groups such as the employee engagement forum. Additional panels should be considered as a sub-panel to the main recruitment panel and whilst their feedback should be fully taken into consideration as part of the decision making process, the final decision should be made by the main recruitment panel.
- 8.4 A representative from OD/HR will not usually be a member of a recruitment panel unless it is for a senior management level position. However, advice and guidance on specific recruitment campaigns and best practice is available.
- 8.5 To help ensure effective and non-discriminatory recruitment and selection practices, all panel members should attend recruitment and selection training. Where this is not possible, as a minimum it is essential that the chair of the recruitment panel has attended the training
- 8.6 When appointing recruitment panel members, consideration should be given to the diversity of the panel including, but not limited to, gender diversity. This is to help tackle unconscious bias and helps to demonstrate our commitment to diversity.
- 8.7 Panel members who are known to applicants should notify the chair of the recruitment panel. Depending on the nature of the relationship they will usually be prevented from participating in the recruitment process unless this is unavoidable (e.g. during internal recruitment).

The Council's Constitution includes specific requirements for the panel composition for the recruitment of Chief Executive, Director and Assistant Director positions.

## **9. STAGE 4: Approval**

- 9.1 Once the job description, person specification and advertisement have been prepared, the next step is to complete a Recruitment Checklist available here <https://www.gov.uk/government/publications/english-language-requirement-for-public-sector-workers-code-of-practice> The checklist should then be submitted to your Finance Business Partner and relevant Director for sign off before being passed to your HR Business Partner.
- 9.2 OD/HR will review the Recruitment Checklist and recruitment documents before seeking final approval from the Chief Executive. Once approval to recruit has been confirmed, OD/HR will notify you and forward the job pack to transactional HR who will then place the advertisement.

## **10. STAGE 5: Redeployment and ring-fencing**

- 10.1 As outlined in our Redeployment Policy and Procedure, we are committed to minimising compulsory redundancies where we can. One way of achieving this is to redeploy employees who are at risk of redundancy to other positions within the council. Therefore, it may be appropriate to ring-fence vacancies to particular service areas and/or to slot an employee at risk of redundancy into another position without the need to compete in the normal way. If there is more than one employee at risk of redundancy then there will likely need to be a competitive process. Considerations should also be given as to whether re-training may be needed for redeployees applying for vacancies.
- 10.2 When a job pack is received, OD/HR will consult the redeployment register before the advertisement proceeds. They will contact you if your vacancy is identified as potentially suitable as a redeployment opportunity to discuss next steps.

## **11. STAGE 6: Selecting applicants for interview/assessment (short listing)**

- 11.1 Short listing is a sifting exercise to decide which applicants you wish to invite for interview/testing. This involves undertaking a comparison of the application form against the person specification criteria. Short listing must not include consideration of the applicant's social media profiles or any views of colleagues who know the applicant/s.
- 11.2 Transactional HR will provide the recruitment panel with electronic copies of all application forms (excluding the section containing equality monitoring data), the original job pack and the shortlisting proforma by Monday at 5pm (2 working days after the closing date).
- 11.3 Short listing should take place as soon as possible after the closing date to ensure that sufficient notice can be provided to applicants invited to interview. In addition, long delays in the selection process may mean that strong applicants secure employment elsewhere.
- 11.4 Short listing will ideally involve the full recruitment panel but as a minimum must be carried out by two panel members to avoid the potential for bias, one of whom would normally be the direct manager.
- 11.5 Applicants who meet all the essential criteria are likely to be shortlisted. If this produces too many candidates to interview effectively in one day the desirable criteria may be used as a second filter.
- 11.6 It is advisable not to interview more than a maximum of 6 candidates in one day. Where necessary two interview dates may be required. Alternatively, where a large number of applications are received, it may be appropriate to have a reserve short list which can be referred to if an appointment is not made following the interview process.
- 11.7 Short listing decisions should be recorded on the short list proforma. Where shortlisting is completed collectively at the same time, one pro forma may be completed and signed by each panel member. Alternatively, each panel member may review applications individually and then discuss the overall assessments with the rest of the panel members before agreeing on a final short list. The pro forma should then be returned to transactional HR along with the interview arrangement form.

11.8 Transactional HR will make an initial telephone call to the candidates to establish whether they are still interested and their availability for interview. After the initial telephone call, transactional HR will confirm the interview details in writing.

11.9 Due to limited resources, external candidates are not notified if they haven't been short listed and instead are advised to assume their application has been unsuccessful if they have not heard from us in 4 weeks. However, internal candidates should be offered the opportunity to discuss with a panel member why they were not shortlisted if they wish to do so.

## 12. STAGE 7: Selection methods

12.1 The next stage is to carry out a selection process to establish which of the short listed applicants is most suitable for the role. Interviewing is the most commonly used method of assessing prospective employees and all selection programmes must include a panel interview as a minimum. However there are other methods available to assist the decision making process including:

- Psychometric assessments and aptitude tests such as numerical and verbal reasoning
- Presentations
- Work based exercises e.g. preparing a written report or creating a spreadsheet
- Group exercises and observations

### 12.2 Psychometric assessments

12.2.1 Psychometric assessments are formal assessments carried out by a qualified practitioner. They fall into two broad categories:

<b>Ability tests</b>	Covering activities such as numerical reasoning and the ability to interpret written information
<b>Personality questionnaires</b>	Covering personality aspects such as decision-making style, preferred leadership style, team profile and other traits relevant to managing tasks and people.

12.2.2 Psychometric assessments can be a useful aid to the selection process and should be completed in advance of the interviews so that any questions that arise from the reports can be explored at interview. It is not necessary or practical to require psychometric testing for every vacancy that arises but we recommend their use for all managerial positions and for those that require numerical or verbal reasoning skills.

12.2.3 The council subscribes to an online psychometric system and members of the OD/HR team are able to arrange and provide feedback on assessments.

### 12.3 Interviews



12.3.1 Interviews should be structured the same way for each candidate, ensuring the items on the person specification are covered for every candidate. The likely structure will be:

<b>Interview Structure</b>	
Interview preparation	In advance of the interviews, panel members should re-read the candidates' application forms to familiarise themselves with applicants' backgrounds and strengths against the person specification
Panel pre-meeting	Before the interviews begin the panel should meet to agree who will chair the panel, agree the questions to be asked and by whom and to make sure the venue and any equipment is set up effectively.
Welcome and introduction	The panel should endeavour to put the candidate at ease from the start. Most candidates are nervous and the chair can help alleviate initial tension by offering water, introducing panel members and telling them about the role/department.
Interview format	The chair should explain the format and likely length of the interview. They should explain that the panel will make notes and confirm there will be an opportunity at the end for the candidate to ask any questions they have.
Employment history	It is essential to explore any gaps in employment history during the interview. This is particularly important for safeguarding purposes and inspectors may review this during their inspection.
Interview questions	Questions should be asked by panel members in order, rather than jumping between panel members. They should be open ended, encouraging candidates to give examples of real situations. Sometimes the way a question is answered might prompt an additional question, or something on one particular candidate's application might lead you to ask a specific question and this is perfectly acceptable. Supplementary questions will often be used where the pre-agreed question has not been fully answered or has perhaps been misunderstood. The aim is to create an atmosphere of conversation, rather than interrogation, to help put the candidate at ease and enable them to perform at their best. Guidance on effective questioning technique is included in Appendix B.
Candidate questions	The candidate should be offered the opportunity to ask any questions. As part of this section it is a good idea to ask all candidates if they would require any support or adjustments to undertake the role effectively. This will not only allow disabled candidates to discuss support they may need but allow other candidates to raise any flexible working needs, for example due to carer responsibilities.
Next steps	At the end of the interview the candidate should be informed of the next steps, including when and how they will be notified of the decision.

12.3.2 It is essential that panel members keep notes of the interviews and afterwards make a record of the rationale behind the selection decision using the interview pro forma. This includes scoring candidates against the person criteria so that it is clear why the successful candidate was selected and the other candidates rejected. Interview records may be called upon if we are questioned about a recruitment decision. Interview notes should be readable and should not include any comments that you would not be happy for somebody else to see. It is often practicable to have another panel member to make notes when you are asking questions so that you can make eye contact with the candidate and listen carefully to their responses.

### **13. STAGE 8: Making an offer**

- 13.1 Following completion of all the selection assessments, the chair of the recruitment panel should gather together the evidence from all tests, feedback from others, interview notes and discuss the decision with other panel members. Scoring candidates together with open discussion will identify the strongest candidates. However, even if there is a majority in favour of a particular candidate or if the scoring shows that there is a clear front-runner, take the time to explore any reservations you have. Reassure yourself that the chosen candidate is capable of doing the job well or that it is feasible to instigate a development programme which will achieve this. Do not be tempted to recruit the best of an inadequate set of candidates if they are not capable of doing the job.
- 13.2 Whilst it is ideal to make a decision on the interview day when impressions are still fresh, don't be pressured into making a difficult decision on the day if you are not confident in doing so, consider reconvening the next day after giving your decision further thought. If necessary, candidates can be called back for a second interview so any doubts can be explored further.
- 13.3 Once a decision has been made, the chair of the recruitment panel should telephone the chosen candidate to make a conditional offer. The offer must be conditional at this stage as it will be subject to successful pre-employment checks such as references, occupational health clearance and criminal record disclosure as appropriate.
- 13.4 The chair of the panel must complete the Appointment Details Form (<http://insite/people/recruitment/recruitment-process>) detailing the starting salary being offered and send this back to transactional HR with all the interview paperwork. The ADF will be included in the interview pack.
- 13.5 Upon receiving all the interview paperwork, Transactional HR will produce a conditional written offer to be sent to the appointed candidates and for pre-employment checks to be carried out. Written offers of employment should only be sent by Transactional HR as the exact wording of the letter can make a significant legal commitment.
- 13.6 Where possible, it is advisable to have a good second choice candidate that can be approached if your first choice candidate declines the offer of employment. Where there is no strong reserve candidate you may need to revisit your short list or to re-advertise.
- 13.7 Unsuccessful candidates should be notified quickly and will be officially informed by transactional HR. It is good practice to provide constructive feedback to any unsuccessful candidates who request feedback. Guidance on providing feedback to unsuccessful candidates is included in Appendix C

### **14. STAGE 9: Pre-employment checks**

#### **14.1 Qualifications**

14.1.1 Where qualifications are a requirement for the position, the successful candidate will need to provide original documents as proof to transactional HR for verification and copying before commencing in their new position.

## **14.2 References**

14.2.1 References must be taken up for internal and external candidates. The purpose of obtaining references is to confirm or gain factual information on an applicant's current position, salary, length of service, conduct and performance, attendance, disciplinary and sickness records. We recognise that increasingly employers are avoiding providing references on character or performance. This will not disadvantage a candidate providing key factual data such as employment dates and positions held are confirmed. Referees will not be approached without the applicant's permission.

14.2.2 References will be emailed to the chair of the recruitment panel by transactional HR for confirmation that they are acceptable. It is important that all references are treated in strict confidence and should be carefully destroyed or returned to transactional HR after review.

14.2.3 It is the policy of the council to request two references for external appointments (these should be from two previous employers) and 1 reference, usually from the current line manager, for internal appointments. Guidance on suitable internal references can be obtained from ODHR if needed.

14.2.4 The successful candidate should not start work without references being obtained first, except in exceptional circumstances and with the approval of the relevant Director. If references are to be received later continuation of employment will be subject to receipt of satisfactory references.

## **14.3 Criminal record checks (DBS disclosure)**

14.3.1 As a responsible employer, we take every step to ensure that children and other vulnerable groups are cared for by employees, volunteers and contractors who have been screened to ensure they are suitable to carry out their roles and responsibilities. DBS checks are undertaken for positions that meet the standard or enhanced criteria for a criminal record check as outlined in the Criminal Record Check Policy and Procedure.

14.3.2 Where a position requires a criminal record check, the application pack must state clearly that this is a requirement.

## **14.4 Occupational health**

14.4.1 Prior to commencing employment, new starters are required to complete a confidential occupational health questionnaire, which will be reviewed by transactional HR. If they answer 'yes' to any of the questions, the questionnaire will be forwarded to our occupational health specialist who will contact the individual if necessary to ask more detailed medical questions. All medical and sensitive personal information provided to occupational health will be held confidentially.

Occupational health will provide advice to the council on any adjustments that may be required to allow the individual to undertake the position.

## 15. STAGE 10: Preparing and inducting new starters

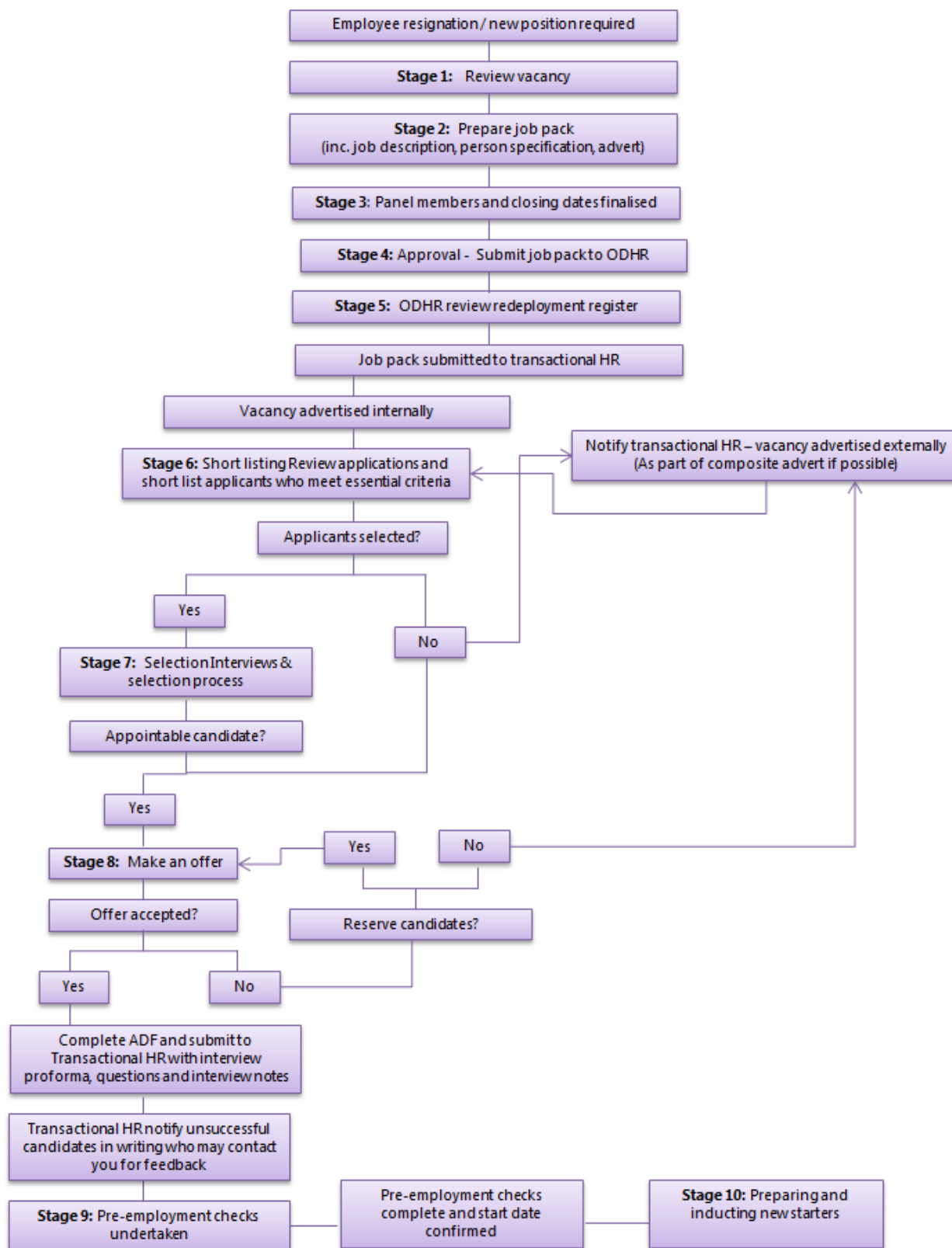
- 15.1 Once the successful candidate has accepted the offer of employment and a start date has been agreed, the next step is to prepare an induction programme for them. An effective induction will help ensure that the new employee settles in well and gains an understanding of the council and our policies, systems, values and culture as early as possible.
- 15.2 If the new employee has a longer notice period you may wish to keep in contact with your new starter before they join to help them feel part of the team and perhaps to become aware of current developments at an early stage. It may be appropriate for them to attend some key meetings that they would benefit from attending before they arrive.
- 15.3 Prior to their start date, ensure that workspace and equipment is ready for their first day and that the requests for ID cards and system access rights have been set up. You would also ensure that there is somebody available to greet your new starter on their first day to introduce them to the team and help them to settle in.
- 15.4 Each new employee will be inducted using the council's induction checklist which includes familiarising them with the workplace and colleagues, local health, safety, fire and first aid arrangements, job responsibilities and any departmental specific procedures. It is the line manager's responsibility to ensure that all sections of the induction checklist are completed within the specified timescales and that the form is signed off and returned to transactional HR for inclusion in the personal file for the new employee. The induction checklist is available on SBC Insite here: <http://insite/people/recruitment/induction>

## 16. Recruitment and selection timeline

Step	Deadline/timescale
Complete job pack submitted to ODHR	Wednesday 12 noon
ODHR review job pack, redeployment register and submit to Transactional HR	Tuesday 12 noon
Internal advertisement placed by Transactional HR	Within 3 days (Friday)

Internal advertisement closing date	1 week / 2 weeks (Thursday 5pm)
External advertisement closing date (if required)	Usually 2 weeks – advertisements close on Thursdays at 5pm
Short list pack provided to panel by Transactional HR	Monday 5pm
Short list provided to Transactional HR	Friday 5pm
Interview invites sent out	ASAP dependent on interview dates
Interview date	Candidates can be provided 1 weeks notice if date was included in advertisement, otherwise 2 weeks notice should be given
Candidates informed of outcome	Within 2 days unless candidates have been informed of alternative timescales
Offer letter sent	Within 5 working days of receiving all completed recruitment paperwork

**17. Process flowchart**



## **1. Introduction**

Slough Borough council is a 'Disability Confident' employer (previously two ticks) and is committed to employing people with disabilities. Applicants with a disability who meet the essential criteria on the person specification will be guaranteed an interview. In addition, we will make reasonable adjustments to the recruitment and selection process to ensure that no applicant/candidate is disadvantaged as a result of their disability.

## **2. Duty to make adjustments**

The duty to make reasonable adjustments can arise at any point during the recruitment process, from advertising the position through to selection and appointment. This duty is ongoing for employees with an existing or new disability.

## **3. Preparation and advertising**

- When preparing the job description it is important to keep in mind that a disabled person might carry out a task differently but with the same results. It is better therefore to focus on what is to be achieved rather than how this is to be achieved. For example, 'to touch type' could be replaced with 'to produce accurate reports'. This then does not discriminate against those who may need to use voice activated software.
- Ensure that criteria on the person specification are absolutely necessary. For example, requiring a driving licence when this is not genuinely essential could discriminate against a person with a disability who cannot drive because of their condition.
- Consider advertising relevant vacancies to reach potential disabled applicants. The majority of our external advertisements are placed with Job Centre Plus who can help with making sure the application process is accessible and advising on practices which open up vacancies to people with disabilities.
- Advertisements should include our equality statement – 'We value diversity'.
- Be prepared to offer the job pack in a different requirement. For example, a visually impaired applicant may require the pack in large print. In addition, candidates should be able to contact transactional HR by a variety of methods, including email and telephone so they can seek assistance if required.

## **4. Applications**

- Allow submission of application forms in different formats (printed and hand written) and in different fonts size and colours. The online application can be accessed in large print if required.

## **5. Short listing**

- Take into account gaps in education or employment history that relate to a disability when short listing and, if necessary, make reasonable adjustments to criteria relating to education and employment where possible so that the disabled applicant with lesser qualifications or experience is considered for interview. We guarantee an interview to any disabled applicants who meet essential criteria.
- When inviting short listed candidates to interview, transactional HR ensure that they ask whether any reasonable adjustments are needed for the interview/selection process. Asking about reasonable adjustment at this stage will ensure that any applicant who may not yet have revealed a disability has the opportunity to ask for reasonable adjustments to ensure that they can be assessed on merit for the position.

## **6. Interviewing**

- Reasonable adjustments during an interview might include making changes to the location of the interview or adapting the environment, for example to enable wheelchair access or to dim down the lights for someone with epilepsy.
- It may be necessary to provide an interpreter, for example for a candidate who communicates using sign language
- Some candidates may benefit from having their interview at a particular time, for example if they need to take medication or eat at specific times or if they have a carer to help them get ready in the morning
- The interview panel must not make negative assumptions about what a disabled candidate might or might not be able to do due to their condition. Disabled candidates are likely to have developed their own solutions to work based challenges. Towards the end of the interview, it may be helpful to ask all applicants if they would need any reasonable adjustments to help them do the job. This allows disabled candidates to discuss the support they may need if they wish to, but also allows all candidates to talk about flexibility at work. Candidates may choose to discuss their access and support issues during the interview when they are asked if they have any questions but others may prefer to do this only if offered the position.

## **7. Selection testing**

- It may be necessary to provide alternative formats of assessment papers, for example in audio, Braille or large print versions and allow the candidate to present their answers using an alternative method, for example verbally rather than in writing.



- It may also be necessary to allow the candidate additional time to complete selection tests, for example candidates with dyslexia or other learning difficulties
- It is a good idea to ensure that any external company helping with selection tests is also able to ensure reasonable adjustments are made for disabled candidates. Our psychometric testing provider is committed to supporting candidates with disabilities to use their assessments and most of their assessments can be adapted to better suit individuals with disabilities. This includes adding additional time to timed tests for candidates with dyslexia or motor impairment, large print format tests and Braille printed tests for candidates with visual impairment, supporting candidates with hearing loss by providing text scripts of voice sections or video based tests.

## 8. Appointment

- Discuss reasonable adjustments in the workplace in a suitable private environment. Consider steps to take in an emergency including access in and out of the buildings. Ensure any questions are practical but not intrusive.
- Terms and conditions should reflect any reasonable adjustments agreed with the new employee.
- Information about the individual's needs and adjustments should be shared on a 'need to know basis'. There should rarely be any need to disclose specific information about a disabled person's condition. Ask permission from the new employee before disclosing information to others.
- In consultation with the new employee, consider whether awareness training for colleagues might be beneficial.
- Address and review any support required, adaptations or other issues for disabled employees during the induction period and review these with them on an ongoing basis.

## 9. Access to work

Access to Work is a scheme run by central government to support people with disabilities to gain employment and to support them once they are in work. Depending on eligibility, applicants may be able to receive a grant to pay for specialist equipment, travel and help with communication at a job interview. More information on access from work is available at <https://www.gov.uk/access-to-work/overview>

## 1. Questioning techniques

One of the essential skills in interviewing is the careful use of questioning to draw information from the candidates. There are essentially 3 types of questions we use. These are:

Question	Features
Open	<p>Open ended questions usually begin with who, where, what, why, when and how. Open questions help to drive a conversation and encourage the candidate to talk. A useful technique to use during the interview is TED questions, which tend to precede an open ended question:</p> <p>T: Tell me/talk me through when            E: Explain how/why/what            D: Describe a situation where/when</p>
Closed	<p>Closed questions have the opposite effect to open ended questions and close down a conversation by eliciting just a yes or no answer. Closed questions are useful to clarify or confirm information</p>
Probing	<p>Probing questions are used to gain specific information. These focus in on details and are used to follow up after an open ended question. For example,</p> <p>Open: tell me about a situation where you used your creativity?</p> <p>Probe: How long ago was it? What was the result? Why do you think it was a success?</p>

## 2. Competency based interviewing

Competency based interviewing supports the recruitment of high calibre employees. This is a particular type of structured interview in which the panel's questions are designed to reveal the candidates capabilities on a number of competencies related to the person specification for the vacancy being recruited for.

Competency based interviews are systematic, with each question targeting a specific skill or competency in the person specification. Candidates are asked questions relating to their skills or behaviour in specific circumstances, which they then need to back up with concrete examples. The panel should then probe further into the examples by asking specific explanations about the candidate's behaviour or skills.

### 3. Which skills and competencies do competency-based interviews test?

The list of skills and competencies that should be tested depends on the position that you are recruiting to. Your questions should be based on the criteria in the person specification, which should be based on the job description, any competency frameworks and the panel's knowledge of key issues for the position.

### 4. What kind of competency based interview questions might be asked?

Although most questions tend to ask for examples of situations where candidates have demonstrated specific skills, they can appear in different formats. Examples include:

- How do you ensure that you maintain good working relationships with your senior colleagues?
- Give us an example of a situation where you had to deal with conflict with an internal or external client?
- How do you influence people in situations where there are conflicting agendas?
- Tell us about a situation where you made a decision and then changed your mind?

In many cases, the panel will start with a general question, which can then be followed up with a more specific example based question. For example:

- How do you manage upwards?
- Give us an example of a situation where you have disagreed with one of your superiors

In all questions, you are looking for an answer which demonstrates that the candidate has the right skills and behaviours by using examples based on their prior experience, rather than them just talking about the topic in a theoretical manner.

## **5. Silences and pauses**

Tempting though it is to fill an awkward gap, it is important to allow for pausing and silences during the interview. After asking a question you should allow time for the candidate to consider their answer before replying. If a candidate is unable to answer your question, or does not understand what information you are looking for they will let you know.

## **6. Safeguarding**

For positions that have safeguarding requirements, it is important to explore the candidates attitude towards children and/or other vulnerable groups, their motivation for pursuing the position and how they manage boundaries. Questions you could use for the interview include:

- Have you ever felt uncomfortable about a colleague's behaviour towards children in a previous job? What were your concerns, what did you do about them?
- Safeguarding, in order to prevent unsuitable people from working with children and vulnerable groups, is an important part of our work. Can you give me some examples of how you would contribute to making this organisation a safer environment?
- Why do you want to work with children/vulnerable adults? What do you think you have to offer?

The panel should also explore any gaps in employment history and any concerns or discrepancies arising from the information provided by the candidate and/or a referee.

## **7. What questions should I avoid asking?**

Your interview questions should relate to the person specification criteria or questions you have about their application form. Avoid questions that relate to family (including whether they have any children) equality data (such as race, religion, sexual orientation) or questions around trade union membership.

## **1. The importance of offering feedback**

Whilst recruitment efforts usually focus on a specific vacancy at a specific point in time it is important to remember that the process is also an opportunity to build our employer brand. Employer review sites such as Glassdoor don't just include reviews from existing or former employees and interviewees can share their experiences too. The recruitment process is also an opportunity to connect with candidates who may be suitable for when another fitting vacancy arises. Not every candidate will wish to discuss their interview performance but it is good practice to offer the option of feedback to help candidates

understand the reasons why they were not appointed and ways in which they can improve any future applications.

## 2. Who should provide feedback?

Feedback should be provided by the chair of the recruitment panel. If this is not possible, the chair of the panel may delegate this responsibility to another panel member.

## 3. When to provide feedback

It is best to provide feedback to candidates over the telephone. It isn't advisable to recap their interview performance in writing. Instead, schedule a time to speak by telephone, giving you the added flexibility and emotional awareness that comes from a spoken conversation. If a candidate telephones you unexpectedly for feedback it is better to arrange a convenient time to return their call, giving you space to review the recruitment notes and consider how best to deliver the feedback constructively, rather than being caught off guard.

There are additional sensitivities associated with providing feedback to internal candidates. Ideally feedback should be given face to face and as quickly as possible. Handled effectively, constructive feedback will help internal candidates reflect upon the recruitment process positively and with identify areas of personal development and how these might be supported. It is also important to remember that their current manager may not be aware of their application so they should be contacted confidentially with the offer to meet at time when they can speak freely.

## 4. Giving feedback

In order for feedback to be constructive it must be helpful to the person receiving in such a way that they understand the information and can relate it to their experience at interview. Feedback should relate to the person specification criteria and focus on areas that the candidate can do something about.

Feedback should be:

**Descriptive rather than evaluative:** describe what the candidate said or did and the impact that had on the panel

**Clearly stated:** get to the point without being brutal. Avoid beating around the bush and ensure the candidate understands the feedback by asking questions and summarising

**Sensitively delivered:** identify strengths and weaknesses giving equal time to each. Make difficult messages easier to receive by alternating them with the positive points

The conversation should flow as naturally as possible but a suggested guide is below:

Remind the candidate of who you are and your role in the interview process



Provide some context – number of applications received/ number of applicants shortlisted



Start with a positive statement, say what was good about their interview and any specific strengths that really stood out



Outline where their application fell short, with specific reference to the person

**What if the candidate doesn't like your feedback?**

In the rare situation that a candidate becomes emotional when receiving feedback, listen to their views but be careful not to get drawn into an argument. If necessary, end the discussion politely and ask the applicant to put their concerns in writing which OD/HR can help you respond to. Please remember that such a response is very rare, the majority of candidates will be very pleased that you have taken the time to provide them with constructive feedback.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 25<sup>th</sup> October 2016  
**CONTACT OFFICER:** Surjit Nagra, HR Business Partner  
**AUTHOR:** Gemma Bailey, Head of Corporate HR  
**WARD(S):** All

**PART I**

**FOR APPROVAL**

**Criminal Records Check (DBS) Policy and Procedure**

**1. Purpose of Report**

The purpose of this report is to update the Employment and Appeals Committee on the revisions to the Council's Criminal Record Check Policy and Procedure, following a review of the document. The revised document includes the Council's policy, guidelines and code of practice for the management of the Criminal Records Checks (DBS) disclosure process for all employees that meet the criteria for such a check.

**2. Recommendation(s)/Proposed Action**

The Committee is requested to approve the changes that have been made to the Criminal Record Check policy and procedure as detailed in Appendix A.

**3. Supporting Information**

**Background:**

The criminal records check policy and procedure is a key HR policy which is fundamental to establishing an effective workforce. The policy and procedure provides a clear and fair framework for managers to be able to assess the suitability of an employee / volunteers engaging with children, young people and other vulnerable client groups are suitably checked.

Policies are regularly reviewed to ensure best practice, compliance with legislation and to reflect changes required in the light of operational experience. In this case the revision of the policy and procedure was initiated as part of OD/HR work programme which is to review employment policies. The review of employment polices is ensure they continue to reflect best practice, align to the council's strategic aims and consider feedback from both managers and staff.

Over the past few years there have been various changes to the CRB process within the Council. This has included arvato administering the checks on Slough's behalf, Slough changing to a new electronic checking system known as 'e-bulk' and the introduction of the Protection of Freedoms Act..

The revised Criminal Records Check Policy and Procedure has been prepared with due regard to the new DBS Code of Practice and prevailing legislation. The updated policy will ensure that the Council complies with all requirements in respect of DBS checks and recognises our safeguarding responsibilities.

#### Consultation:

The policy was circulated for formal consultation with Corporate Management Team, recognised trade unions and Employee Engagement Group. Both the Head of Democratic Services and the Council's Monitoring Officer were consulted on the arrangements for Members. All of the groups have responded positively to the improvements within the policy and procedure.

#### The main changes to the policy and procedure include:

- Outlining in a transparent and user friendly way the legal position with regards to undertaking DBS checks, when they apply and the criteria that must be met for each level of disclosure
- Introducing a risk assessment form for when, in very exceptional circumstances, an employee may start work before the DBS check has been returned
- Guidance on how to deal with an adverse disclosure including the requirement to complete a Cause for Concern Form to ensure a comprehensive record of decisions and actions taken.
- New guidance to provide clarification on the eligibility and procedures for Member DBS checks
- New guidance on making a referral to the DBS (where we have withdrawn permission for a person to work with children/vulnerable adults)

#### Implementation Process

The revised Criminal Records Check policy will be made available to staff and managers initially through SBCinsite.

The policy will be communicated to staff and managers through policy update briefing sessions and through appropriate internal communication methods including:

- Grapevine staff newsletter



- News round email
- E-mail to all line managers
- HR Business Partners to provide briefings at Senior Management Team Meetings
- Communication with Transactional HR services

#### **4. Background Papers**

None

#### **5. Conclusion**

The Committee is requested to approve the introduction of this amended policy for immediate implementation.

#### **Appendices**

Appendix 1: Criminal Records Check (DBS) Policy and Procedure



## CRIMINAL RECORDS CHECK (DBS) POLICY & PROCEDURE



Policy Schedule		
Policy owner and lead	ODHR: HR Policy Manager	
Consultation	Trade unions	September 2016
	Employee engagement forum	September 2016
	CMT	September 2016
	CCF	October 2016
Approving body	Employment & Appeals Committee	
Date of approval		
Date of implementation		
Version number	Version 2:01 (October 2016)	
Related documents	Recruitment of Ex-Offenders Policy Recruitment and Selection Policy	
Review interval	Three yearly (October 2019)	

DRAFT V5: 12 October 2016

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## **Appendices**

A	Storage, handling, use, retention and disposal of DBS information
B	DBS disclosures for Members
C	Standard DBS checks: Rehabilitation of Offenders Act Exception Order
D	Enhanced DBS checks for regulated activity
E	Identification documentation
F	DBS Risk Assessment Form
G	Cause for Concern Risk Assessment Form
H	Referrals to the DBS.

## **1. Introduction**

- 1.1 Slough Borough Council is committed to protecting the wellbeing of those groups or individuals in our care who are considered to be vulnerable or at risk such as children, the elderly and those with disabilities. We take every step to ensure that vulnerable groups in our society are cared for by employees, volunteers and contractors who

have been screened to ensure they are suitable to carry out their roles and responsibilities.

- 1.2 The Disclosure and Barring Service (DBS) is responsible for processing requests for criminal record checks as well as checking the children's and adults' barred lists for eligible positions.
- 1.3 This policy and procedure should be read and applied in conjunction with the Recruitment of Ex-Offenders Policy and Recruitment and Selection Policy and is aligned to the following legislation:
  - The Protection of Freedoms Act 2012
  - Human Rights Act 1998
  - Data Protection Act 1998
  - The Police Act 1997
  - The Safeguarding Vulnerable Groups Act 2006
  - The DBS code of practice
  - The Rehabilitation of Offenders Act 2974
  - The Criminal Justice and Court Services Act 2000

## **2. Scope**

- 2.1 As a responsible employer, we ask successful job candidates to submit a DBS application for positions that are included in the Exceptions Order 1975 of the Rehabilitation of Offenders Act 1974. We only apply for a criminal record check for positions that are included in this Order as it may otherwise be an offence under the Police Act 1997.
- 2.2 This policy and procedure applies equally to internal job candidates (i.e. those already currently employed by the Council) and external candidates. It also applies to employees based in schools that use Slough Borough Council as their recognised Registered Body.
- 2.3 This policy and procedure also applies to those seeking volunteering opportunities with the council. The definition of a volunteer, as set out in the Police Act 1997 is  
*'Any person engaged in an activity which involves spending time, unpaid (except for travel and other approved out-of-pocket expenses), doing something which aims to benefit some third party other than or in addition to a close relative'.*
- 2.4 This policy and procedure also applies to elected members who undertake regulated activity involving regular and unsupervised contact with children and/or vulnerable adults. Appendix B provides further information on managing criminal record checks for members.
- 2.5 The requirement for a criminal record check also applies when external agencies recruit and employ individuals to carry out work on our behalf. Where a check is required the agency (as the employer) will be expected to obtain DBS disclosure and confirm clearance has been received in advance of the placement starting.
- 2.6 The minimum age that someone can have a criminal record check is 16 years old.

### 3. Types of disclosure and barring checks

3.1 The different levels of criminal records check available are summarised below

Type of DBS Check	Information Searched					Criteria
	Unspent convictions	Spent convictions	Cautions, warnings, reprimands	Other police info	Children or adults barred list	
Basic	Yes	No	No	No	No	Anyone can apply for a basic check themselves. Basic disclosures are undertaken by DBS Scotland
Standard	Yes	Yes	Yes	No	No	Must be listed in Exception Order (Appendix C)
Enhanced DBS with Barred List check	Yes	Yes	Yes	Yes	Yes	Must be listed in Exception Order and undertaking 'regulated activity' (Appendix D)

### 4. Establishing DBS disclosure requirements for a new position

4.1 All positions across the council will have a record on Agresso identifying whether they require a DBS check and the level of check required. However, prior to commencing recruitment, managers should review the position against the criteria for a standard check (Appendix C) and an enhanced check (Appendix D) particularly if the position is a new position and if the duties and/or responsibilities have changed since it was last reviewed. If a position does not meet either set of criteria then a DBS check is not required.

### 5. Transferring DBS disclosure

5.1 A DBS certificate details the organisation and role for which it was requested. Certificates cannot be transferred between organisations and we do not accept certificates issued by a previous employer. A new DBS application must be made regardless of whether an individual already holds a DBS certificate from a previous employer.

5.2 Employees transferring to the council as part of a TUPE transfer will be required to complete a new DBS application if they hold an eligible position.

### 6. DBS arrangements for recruitment

- 6.1 Applicants for positions which meet the criteria for a criminal record check will be advised as part of the recruitment process that they will be required to complete a DBS application in the event that they are offered the position. Any offer of employment must be subject to DBS clearance for eligible positions.
- 6.2 HR Transactional Services will provide applicants with a DBS application form and guidance notes alongside the offer of employment letter. Individuals are required to bring their completed application form together with the requisite identify evidence documentation (as outlined in Appendix E) in for review prior to their start date. DBS applications should be submitted at least 4 weeks in advance of the anticipated start date to allow time for them to be returned before work starts.
- 6.3 Once DBS clearance has been confirmed, HR Transactional Services will notify both the employee and the recruiting manager.
- 6.4 For each employee/volunteer subject to a DBS disclosure, we will securely hold a record of the employee/volunteer's name, disclosure issue date, type of disclosure request, the position for which the disclosure was requested and the unique reference number. Appendix A confirms our arrangements for the storage, handling, retaining and disposing disclosure information.
- 6.5 In **very exceptional circumstances** a new employee may start work before the DBS disclosure has been returned. In such circumstances the Head of Service must ensure that a DBS Risk Assessment Form (Appendix F) is completed. This assessment asks for confirmation that:
- A correctly completed criminal record check application has been submitted
  - An adult or children Barred List check, if applicable, has been undertaken
  - All pre-employment checks have been completed. For example, the identify of the applicant has been confirmed and references have been taken and verified
  - The manager has introduced sufficient safeguards for the individual not to have unsupervised access to children or vulnerable adults.
- 6.6 The DBS Risk Assessment Form must be approved and signed by the relevant Assistant Director/Director and returned to HR Transactional Services who will store the form securely on the employee's record, alongside the DBS clearance once it has been received.

## **7. Applicants with adverse disclosures**

- 7.1 Possessing a criminal record will not necessarily prevent an individual from working with the council but it may preclude them from working in particular positions. This will depend on the nature of the position and the circumstances of the offence committed.
- 7.2 Assessing and managing the risk of employing a person with a criminal record means comparing the candidate's conviction circumstances against the risk criteria identified for the position and deciding on the relevance of the conviction or other mitigating information.

- 7.3 Addressing issues relating to criminal offences should be undertaken by the Head of Service through the use and completion of the Cause for Concern Risk Assessment Form (Appendix G). The assessment should take into account of the following:
- The nature of the position and duties
  - The nature and seriousness of the offence
  - The length of time since the offence occurred
  - The circumstances involved and whether circumstances have changed
  - The sentence
  - Whether there is a pattern of offending or whether the offence was a one off
  - Efforts to avoid re-offending
  - Safeguards against offending at work
  - Possible reactions of employees and customers objectively assessed.
  - Any legal duties placed upon the council
  - Whether the applicant disclosed details of the offence at application or interview stage.
- 7.4 When making an assessment the Head of Service should invite the applicant to discuss the nature of the criminal record with them so that they can give a full account of the circumstances of the offence, any extenuating circumstances and of their efforts to avoid re-offending.
- 7.5 Where an applicant has not declared a criminal record on their application form and the DBS disclosure reveals the existence of a criminal record, the Head of Service should still discuss the matter with the applicant but it will normally result in the offer of employment being withdrawn. Advice from your HR Service Officer should be sought prior to the offer being withdrawn.
- 7.6 Where the appointment is considered a low risk after a thorough assessment, the applicant will be asked to sign the completed the Cause for Concern Risk Assessment Form to verify the information provided and give permission for the form to be stored securely and later destroyed in accordance with the arrangements for secure storage, handling, use, retention and disposal of disclosures and disclosure information (Appendix A).
- 7.7 All Cause for Concern Risk Assessments must be reviewed and approved by the relevant Director/Assistant Director before the offer of employment can proceed.
- 7.8 Where an assessment indicates that the applicant presents a low risk to the council an offer of employment on a conditional basis may be made provided extra safeguards are put into place.

## **8. Re-checking existing employees**

- 8.1 Any existing employee who is offered a new position within the council will be required to undertake a new DBS application if their new role will include unsupervised access to, or responsibility for, vulnerable groups. A new criminal record check will be required regardless of whether they have previously received DBS clearance.
- 8.2 Employees who have previously undertaken a DBS application relevant to their current position will be required to renew their DBS clearance on a three yearly basis



unless their profession is one that only requires clearance at the point of entry as specified by the DBS (See Appendix C). Although employees are expected to notify their manager of any convictions or warnings that may have arisen after appointment at the time, the requirement to renew their clearance provides a clear reminder of the importance of disclosure.

- 8.3 Quarterly reports will be provided to Assistant Directors/Directors providing details of DBS disclosures due for renewal. HR Transactional Services will also issue reminders to employees, providing them with a DBS Application Form and giving a deadline for the return of the completed application together with the requisite identity evidence documentation.
- 8.4 Failure by an employee to provide the completed Application Form and identity documentation will be investigated under the council's disciplinary policy and procedure and may result in disciplinary action.

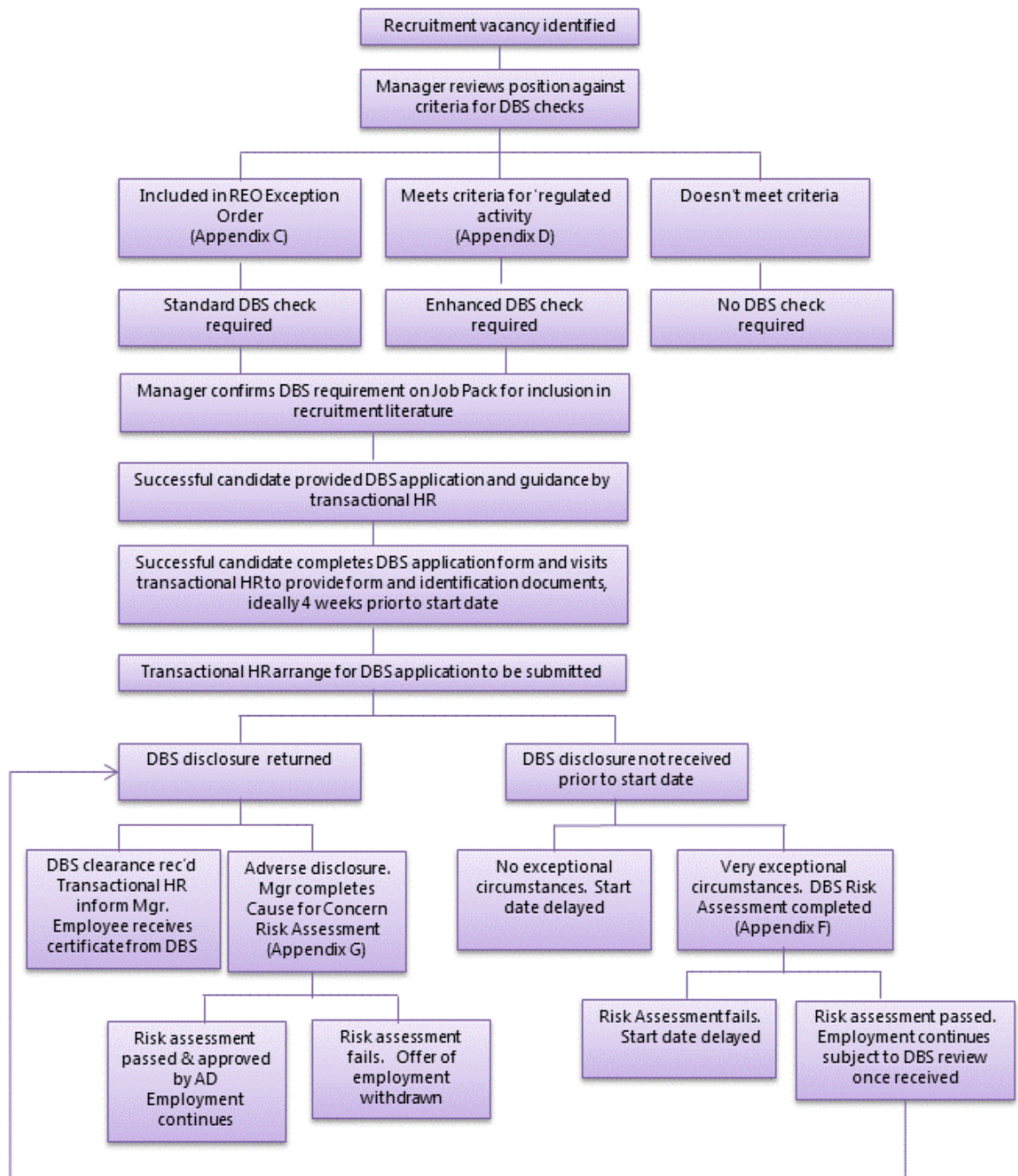
## **9. Employees with adverse disclosures**

- 9.1 Where an existing employees who has not been previously undertaken a criminal record check or their position requires a re-check and they subsequently have an adverse disclosure, the manager should follow the guidance in section 7 above.

## **10. Notifying relevant misconduct to the DBS**

- 10.1 The Safeguarding Vulnerable Groups 2006 Act sets a legal duty for the council to refer information to the DBS if an employee/volunteer/contractor is dismissed or removed from working with children and/or vulnerable adults (in what is legally defined as Regulated Activity) if they meet the referral criteria. The council has a duty to refer information to the DBS as both a Regulated Activity Provider and as a Local Authority. Appendix H provides additional information on managing referrals to the DBS.

## 11. Process flowchart



#### 1. Introduction

- 1.1 Slough Borough Council complies fully with the DBS code of practice regarding the correct handling, use, retention and disposal of disclosures and disclosure information and with our obligations under the Data Protection Act.

#### 2. Storage, Handling and access

- 2.1 All disclosure documentation is kept securely by HR Transactional Services.
- 2.2 In accordance with the Police Act 1997 disclosure information will only be passed to those who are authorised to receive it in the course of their duties. HR Transactional Services retain a record of those to whom disclosure or disclosure information is revealed and we recognise that it is a criminal offence to pass this information on to anyone who is not entitled to receive it.
- 2.3 For each employee/volunteer subject to a DBS disclosure, HR will hold a record of the employee/volunteer's name, disclosure issue date, type of disclosure request, the position for which the disclosure was requested and the unique reference number.

#### 3. Usage

- 3.1 Disclosure information is only used for the specific purpose for which it was required and for which the applicant's full consent was given.

#### 4. Retention

- 4.1 We do not keep disclosure information for any longer than is necessary and once an appointment decision has been made the disclosure and disclosure information should be destroyed confidentially after six months (which allows for consideration and resolution of any disputes or complaints). In exceptional circumstances it may be necessary to keep disclosure information for longer than six months. We will consult the DBS before doing so and give full consideration to the Data Protection Act before doing so. Exceptions allowed by the DBS are as follows:
- For establishments regulated by the Care Quality Commission/Ofsted Social Care Regulations – disclosure must be destroyed after 12 months
  - For employees in residential schools – disclosures must be destroyed after 12 months
  - For disclosure relating to fostering or adoption – disclosure must be destroyed after 36 months

- 2.4 Where employees are subject to Taxi Licensing, disclosure information will be retained for three years.
- 2.5 In accordance with the DBS guidance relating to handling certificate information, those registered care homes that are inspected by the Care Quality Commissions (CQC) and those organisations that are inspected by Ofsted may retain the certificate or related information until the next inspection. Once the inspection has taken place the certificate or related information should be destroyed in accordance with the DBS Code of Practice (see disposal below)
- 4.2 If a Cause of Concern Risk Assessment is completed, this will be kept securely for 6 months from the date of the assessment if not appointed and for the duration of employment if appointed.

## **5. Disposal**

- 5.1 Once the retention period has elapsed HR Transactional Services will ensure that any disclosure information is destroyed by secure means, i.e. by shredding. While awaiting destruction, the usual conditions regarding safe storage and control access prevail.
- 5.2 In order to maintain the council's criminal record check database (a record of disclosures undertaken) we will keep a record of the individual's name, the date of disclosure, the position for which the disclosure was requested, the unique reference number of the disclosure and the details of any associated recruitment decision taken.

## 1. Introduction

- 1.1 This document sets out the arrangements for when Members will be asked to undergo a criminal record check and the procedure for undertaking these checks.
- 1.2 These arrangements aim to balance the council's safeguarding duties for children and vulnerable adults and our corporate parenting role alongside the legal restrictions placed on Members acting in certain positions, their rights to privacy and the democratic basis of the council relating to committee appointments.

## 2. Legal framework

- 2.1 The Protection of Freedoms Act 2012 introduced a number of changes to the vetting and barring of individuals from working with children and vulnerable adults. These changes reduced the number of positions and circumstances in which an individual would be subject to a criminal record check. In addition, specific provisions under which Members could be asked to undertake a criminal record check were removed.
- 2.2 Members are required to undertake a criminal record check only if their position and/or the work they do is included in the Rehabilitation of Offenders Exception Order (for a standard check) or classified as 'regulated activity' (for an enhanced check). Examples of regulated activity include positions that involve regularly undertaking unsupervised activities such as caring for children, regularly working for certain organisations such as children's centres, and providing personal care to an adult in a care home or day care centre.
- 2.3 The majority of Members will not have regular and unsupervised contact with children and/or vulnerable adults as part of their commitments and will not, therefore, be involved in regulated activity. Unless activities fall within the scope of 'regulated activity', Members will not be required to undergo a criminal record check by the virtue only of their position as a Member.
- 2.4 It is worth noting that the law relating to elections already provides some safeguarding by barring individuals from standing for election if they have been convicted of a criminal offence within the last 5 years and received in excess of 3 months' imprisonment. All candidates for election are required to confirm in their Consent to Nomination Form that they are not disqualified from being elected by reason of any disqualification including in relation to a criminal offence as outlined above.

## 3. Eligibility

- 3.1 Member positions that have been identified as requiring a criminal record check based on the Rehabilitation of Offenders Exception Order or regulated activity with children or vulnerable adults are:
  - Commissioner for Education and Children's Services                      Standard Check
  - Commissioner for Health and Social Care                                      Standard Check
  - Members of Corporate Parenting Panel    Standard Check

- Council Nominee for Children's Trust Board

Standard Check

#### **4. Process**

- 4.1 Within two months of taking office, Members will be required to undergo a criminal record check. Following the annual meeting in May, Democratic Services will inform ODHR of any member appointments to those positions above that require a DBS check. Similarly, any changes in appointments mid term will also be notified to ODHR by Democratic Services.
- 4.2 ODHR will liaise with HR Transactional Services to make arrangements for the relevant Members to complete a DBS Application Form and for the identify evidence documentation listed in Appendix E to be reviewed. HR Transactional Services will then submit the application to the DBS.
- 4.3 HR Transactional Services will notify Democratic Services of the disclosure. Where a disclosure contains details of an offence, Democratic Services will also notify the council's Monitoring Officer who will contact the Member and outline that they are required to provide him/her with a copy of their DBS certificate (which they will receive directly from the DBS) within 28 days of the date of issue.
- 4.4 The Monitoring Officer will maintain a register of the date of the request for and issue of disclosure, the name of the Member, the type of disclosure requested, the position for which the disclosure was requested, the unique reference number of the disclosure and the detail of any decision taken as a result of the disclosure. Disclosure retention and storage arrangements will be in accordance with those detailed in Appendix A.

#### **5. The use of disclosure information**

- 5.1 The existence of a criminal record revealed as a result of a DBS check will not prevent a Member from holding office. In the event that the disclosure raises issues of concern, the Chief Executive, advised by the Monitoring Officer, Head of Democratic Services and Directors of Adult Social Care and Children's Services, as required, in consultation with the relevant Group Leader, will discuss the individual Member and the restrictions considered necessary to safeguard children, young people and vulnerable adults, on the positions held by that member.

To be eligible for a standard or enhanced DBS check, the position must be included in the Rehabilitation of Offenders Act 1974 Exceptions Order 1975. A full list of positions included

in the Rehabilitation of Offenders Act Exception order is available on the DBS website at <https://www.gov.uk/government/publications/dbs-check-eligible-positions-guidance>  
Positions that may be more relevant to the work of the council are listed below.

<b>Positions included in the Rehabilitation of Offenders Act Exceptions Order</b>	<b>DBS Ref</b>
Any work defined as regulated activity relating to children within the meaning of Schedule 4 Part 1 of the Safeguarding Vulnerable Groups Act 2006	01
Any work defined as 'work with children' in regulation 5C of the Police Act 1997 (Criminal Records) Regulations 2002	02
Any work defined as regulated activity relating to adults within the meaning of Schedule 4 Part 2 of the Safeguarding Vulnerable Groups Act 2006	03
Any work defined as 'work with adults' in regulation 5B of the Police Act 1997 (Criminal Records) Regulations 2002	04
Any office or employment which is concerned with: <ul style="list-style-type: none"> <li>• the provision of care services to vulnerable adults; or</li> <li>• the representation of, or advocacy services for, vulnerable adults by a service that has been approved by the Secretary of State or created under any enactment</li> </ul> and which is such a kind as to enable a person in the course of their normal duties to have access to vulnerable adults in receipt of such services	05
Any work in a further education institution or 16-19 Academy where the normal duties of work include regular contact with children	06
Health care professional (regulated by a body mentioned in subsection (3) of section 25 of the NHS Reform and Health Care Professions Act 2002) - on entry into the profession only	07
Barrister or solicitor – on entry into the profession only	08
Chartered accountant certified accountant – on entry into the profession only	09
Actuary – on entry into profession only	11
Chartered Legal Executive or other Chartered Institute of Legal Executive authorised person – on entry into profession only	13
Traffic wardens	19
Any employment/other work which is concerned with the provision of health services and which is of such a kind as to enable the individual to have access to persons in receipt of such services in the course of normal duties	21
Financial Services positions – this means all positions for which the Financial Conduct Authority or competent authority for listings are entitled to ask exempted questions to fulfil their obligations under the Financial Services & Markets Act 2000	22
Any employment which is concerned with the monitoring, for the purposes of child protection, of communications by means of the internet	27
An individual designated under section 2 of the Traffic Management Act 2004 – those who can take over police functions working as on-road traffic operations staff	28
Following persons: <ul style="list-style-type: none"> <li>• Persons who execute writs or sequestration</li> <li>• Civilian enforcement officers as defined in section 125A of the Magistrates' Courts Act 2980</li> <li>• Persons who are authorised to execute warrants under section 125B(1) of the Magistrates Courts Act 1980, and any other person (other than a constable) who is authorised to execute a warrant under section 125(s) of the 1980 Act.</li> <li>• Persons who execute clamping orders, as defined in paragraph 38(2) of Schedule 5 of the Courts Act 2003(d)</li> </ul>	30

A regulated immigration adviser who provides immigration advice or immigration services under Section 82(1) of the Immigration & Asylum Act 1999(a). This also applies to persons who act on behalf of and are under the supervision of such a registered person	32
A person working for a childminder agency who is required to enter day care or childminding premises for quality assurance purposes and, in the course of their normal duties, has contact with children there or access to sensitive/personal information about the children there	36
Any person living at the premises where a childminding or day care service is provided or who regularly works on the premises at a time when childminding takes place	37
A person living in the same household as a person whose suitability is being assessed to work in regulated activity with children <ul style="list-style-type: none"> <li>• what would have been regulated activity with children before September 2012</li> <li>• an FE institution or 16-19 Academy where the normal duties of that work involve regular contact with children</li> </ul> and who lives on the same premises where the work would normally take place	38
Applications for prospective adopters, special guardians or anyone who lives in the adoption or special guardian household in England and Wales	39
Applications for prospective foster carers, prospective private foster carers or anyone who lives in the fostering household in England and Wales	40
Any employment or work in a children's home or residential family centre	41
Any employment of work for the purposes of <ul style="list-style-type: none"> <li>• an adoption service or support agency</li> <li>• a voluntary adoption agency</li> <li>• a fostering service or agency</li> </ul> which is of such a kind as to enable a person, in the course of their normal duties, to have contact with children or access sensitive/personal information about children	42
Individuals seeking authorisation from the Secretary of State for the Home Department to become authorised search officers	43
For the award of public works contracts, public supply contracts and public service contracts in accordance with the Public Contract Regulations 2015 and the Utilities Contracts Regulations 2016	44
Football stewards, supervisors or managers of football stewards	45
Any employment or other work in England and Wales regarding counter fraud, investigation and security management in the NHS	55
<b>Licences included in the Rehabilitation of Offenders Act Exception Order</b>	<b>Ref</b>

**1. Criteria**

To be eligible for an enhanced level DBS disclosure with a check of the children or adults barred lists, the position must be undertaking 'regulated activity'.



## **2. Regulated activity in relation to children**

### Category 1:

Unsupervised and regular\*:

- Teaching, training, instructing, caring for or supervising children
- Providing advice/guidance on well being to children
- Driving a vehicle for children
- Work for a limited range of establishments (specified places) with opportunity for contact

\* Regular means carried out by the same person once a week or more or for health and social care services providing personal care, four days or more in one month or, in some circumstances, overnight between 2am and 6am

### Category 2

- Relevant personal care e.g. washing or dressing a child; or health care by or supervised by a professional, even if done only once.
- Registered childminding
- Foster carers

A DBS check is not required in respect of the activities in categories 1 and 2 if the person undertaking these activities:

- Is supervised at a reasonable level
- Is providing treatment or therapy (instead of health care)
- Is a supervised volunteer
- Is carrying out occasional or temporary services (e.g. window cleaners)
- Is an office holder e.g. governors

Regulated activity relating to children does not include family arrangements or activity by a person in a group assisting or acting on behalf of, or under direction of, another person engaging in regulated activity in relation to children.

## **3. Regulated activity relating to vulnerable adults**

A vulnerable adult will be aged 18 or over. An adult may be considered vulnerable at a time they require certain services provided to them:

- Accommodation and nursing or personal care in a care home
- Personal care in their own home through a domiciliary care agency
- Health care services provided by an independent hospital, independent clinic, independent Medical agency or NHS body
- Is an expectant or nursing mother living in residential care
- Is receiving direct payments from the council in lieu of social care services
- Services provided in an establishment catering for a person with learning difficulties

And in consequence of any one or any combination of the following factors:

- A substantial learning or physical disability; or
- A physical or mental illness including an addiction to alcohol or drugs; or
- A substantial reduction in physical or mental capacity due to advanced age;
- They are substantially dependent upon others in performing basic physical functions or their ability to communicate with those providing services or with others is severely impaired and they are incapable of protecting themselves from assault or abuse or there is a potential danger that their will or moral well being may be subverted or over powered.

Regulated activities relating to adults are outlined below. There is no requirement to carry out these duties a certain number of times before a person is deemed to be engaging in regulated activity with adults:

- Work undertaken by regulated health care professionals
- Work undertaken by a person under the direction or supervision of a health care professional
- Personal care provided to an adult (e.g. assistance with washing, dressing, eating, drinking or toileting or teaching someone to do these tasks)
- Social work: provision by a social care worker or social work which is required in connection with any health services or social services
- Providing assistance to an adult e.g. with a person's money, bills or shopping because of their age, illness or disability (e.g. collecting a pension)
- Providing assistance with the conduct of an adult's own affairs e.g. lasting or enduring powers of attorney or deputies appointed under the Mental Health Act
- Conveying adults for reasons of age, illness or disability to, from or between places where they receive healthcare, personal care or social work

#### **4. Exceptions**

Regulated activity does not include family arrangements or activity by a person in a group assisting or acting on behalf of, or under direction of, another person engaging in regulated activity in relation to children and vulnerable adults.

#### **1. Introduction**

Applicants going through a DBS application must provide the council with original documents (not copies) to provide their identity. Identification documents will be checked by a colleague who has Lead or Counter signatory status as approved by the DBS.

## 2. Documentation

The identity documents required will depend on the route the application takes. In all routes, at least one of the documents provided must show the applicant's current address

## 3. Route 1

The applicant must try to provide documents from route 1 first.

- One document from Group 1
- Two further documents from either Group 1 or Group 2a or 2b

## 4. Route 2

If the applicant doesn't have any of the documents in Group 1, then they must be able to show:

- One document from Group 2a
- Two further documents from either Group 2a or 2b

The council will then need to ensure use of an appropriate external ID validation service to check the application.

## 5. Route 3

Route 3 can only be used if it is impossible to process the application through Routes 1 or 2. For Route 3, the applicant must be able to show:

- A birth certificate issued after the time of birth (UK and Channel Islands)
- One document from Group 2a
- 3 further documents from Group 2a and 2b

<b>Group 1: Primary identification documents</b>	
<b>Document</b>	<b>Notes</b>
Passport	Any current and valid passport
Biometric residence permit	UK
Current and valid driving license photo card (full or provisional)	UK, Isle of Man, Channel Islands and EU
Birth certificate (issued within 12 months of birth)	UK, Isle of Man, Channel Islands – including those issued by UK authorities overseas (e.g. embassies, High Commissions & HM Forces)
Adoption certificate	UK and Channel Islands
<b>Group 2a: Trusted government documents</b>	

<b>Document</b>	<b>Notes</b>	
Current and valid driving license photo card (full or provisional)	All countries outside the EU (excluding Isle of Man and Channel Islands)	
Current and valid driving license (full or provisional) paper version (if issued before 1998)	UK, Isle of Man, Channel Islands and EU	
Birth certificate – issues after time of birth	UK, Isle of Man and Channel Islands	
Marriage/civil partnership certificate	UK and Channel Islands	
HM Forces ID Card	UK	
Firearms license	UK, Channel Islands and Isle of Man	
<b>Group 2b: Financial and social history documents</b>		
<b>Document</b>	<b>Notes</b>	<b>Issue date &amp; Validity</b>
Mortgage statement	UK or EEA	Issued in last 12 months
Bank or building society statement	UK, Channel Islands or EEA	Issued in last 3 months
Bank or building society account opening confirmation letter	UK	Issued in last 3 months
Credit card statement	UK or EEA	Issued in last 3 months
Financial statement, e.g. pension or endowment	UK or EEA	Issued in last 12 months
P45 or P60 statement	UK and Channel Islands	Issued in last 12 months
Council Tax statement	UK and Channel Islands	Issued in last 12 months
Work permit or visa	UK	Valid up to expiry date
Letter of sponsorship from future employment	Non UK or non EEA only.	Valid only for applicants residing outside UK at time of application

provider		
Utility bill	UK – not mobile telephone bill	Issued in last 3 months
Benefit statement (e.g. Child Benefit, Pension)	UK	Issued in last 3 months
Central or local government, government agency or local council documentation giving entitlement	UK and Channel Islands	Issued in last 3 months
EU National ID Card		Must still be valid
Cards carrying the PASS accreditation	UK, Isle of Man and Channel Islands	Must still be valid

## CRIMINAL RECORDS CHECK (DBS) POLICY & PROCEDURE

### Appendix F: DBS Risk Assessment Form

For employees starting work before DBS check has been completed

Name of manager:

Name of applicant:

Position applied for:

Directorate and service area:

Questions		Response
1	<p>Have all necessary pre-employment checks been completed, including where applicable:</p> <ul style="list-style-type: none"> <li>• References checked and verified</li> <li>• Application form checked (signed &amp; dated by applicant)</li> <li>• Evidence of professional qualifications</li> <li>• Right to work in UK documentation &amp; proof of identity</li> <li>• Medical clearance (if required)</li> <li>• Bank and personal details form</li> <li>• Appointment Details Form</li> <li>• Any mandatory registrations (e.g. HCPC/QTS etc.)</li> </ul>	Yes / No

	<ul style="list-style-type: none"> <li>• Candidate interview notes</li> <li>• Interview proforma</li> </ul>	
2.	Has HR Transactional Services confirmed they have received all the required above paperwork?	Yes/No
3.	Has HR Transactional Services confirmed the DBS application has been submitted?	Yes/No
4.	What level of safeguard can be implemented, e.g. how much supervision is available from an appropriately qualified and experienced member of staff / no unsupervised contact	
5.	Has the applicant advised of any disclosures that the DBS check will show? If so, what is the impact of these? (See Appendix G – Cause for Concern Risk Assessment)	
6	Is the position eligible for a check of the Barred List(s) (see Appendix D)	Yes/No
7	<p><b>For completion by HR Transactional Services only:</b></p> <p>Has the relevant barred list check been undertaken</p> <p>Children's Barred List</p> <p>Adults' Barred List</p> <p>Is the applicant barred from working with children/adults?</p> <p>Checked by name/position:</p> <p>Signed: _____ Date: _____</p>	<p>Yes No N/A</p> <p>Yes No N/A</p> <p>Yes No N/A</p> <p>Yes No N/A</p>
8	Any questions/additional comments from the applicant?	
<p><b>Declaration by applicant:</b></p> <p>I understand that commencing work before my DBS check is returned is subject to the information I have supplied and that it is complete and correct. False information or failure to supply the details required may lead to termination of employment.</p> <p>Signature: _____ Date: _____</p>		

**Additional comments by Head of Service/Manager:**

Outcome of Risk Assessment:

Allow employee to begin work before DBS is returned?      Yes/No

Please state (if applicable) whether approval is dependent upon conditions being met, such as restrictions or safeguards to be implemented:

Name and Position:

Signature:

Date:

**CMT Authorisation**

I have considered the content of this risk assessment and give approval for the applicant to start in position, with the safeguards set out above put in place, prior to the return of the DBS check.

Name of Assistant Director/Director:



**CRIMINAL RECORDS CHECK (DBS) POLICY & PROCEDURE**

**Appendix G: Cause for Concern Risk Assessment Form**

Please complete this form fully, you may wish to discuss any relevant issues with your HR Service Officer. This Risk Assessment Form will inform the decision on whether to appoint someone into a position where adverse disclosures have been identified on a returned DBS certificate.

Name of manager:

Name of candidate:

Position applied for:

Directorate and service area:

Questions		Responses
1	Does the candidate meet all the essential criteria for the position?	
2	Does the candidate agree that the information detailed on the DBS certificate is correct?	

	<i>In the event of a challenge from the candidate the matter needs referring to the DBS disputes team</i>	
3	Did the candidate declare the offence(s) at application or interview stage?	
4	What is the nature of the contact the candidate would have with children and/or vulnerable adults? If working with adults, will the candidate have access to finances or items of value?	
5	What was the nature of the crime and sanction/sentence?  Is the offence(s) directly relevant to the post?	
6	Do the matters disclosed form any pattern of re-offending and when did the relevant offence(s) occur	
7	Was the relevant offence committed at work (either paid or unpaid)?  Does the job present any opportunities for the candidate to re-offend in the workplace?	
8	What is the seriousness of the offence(s) and relevance to the safety of other employees, customers, service users and property?	
9	Are there any mitigating circumstances – has the candidate offered information about the circumstances that led to the offence being committed?	
10	Has the candidate's circumstances changed since the offence was committed, making re-offending less likely? Can the candidate demonstrate any efforts taken not to re-offend (e.g. a rehabilitation course)?	
11	Would the candidate do anything differently now? Has their motivation changed? Do they regret the offence and what is their attitude towards matters now?	
12	Are there any assessments and reports from those agencies involved in the candidate's process of rehabilitation (e.g. probation service)?	
13	What level of and how much supervision would be available to the candidate if	



	employment continued?	
14	Can any safeguards be implemented to reduce/remove risk (e.g. no unsupervised contact)?	
<p><b>Applicant</b></p> <p>Are there any additional comments in support of your employment:</p>   <p>I understand that any offer of employment will be subject to the information I have supplied and that this is complete and correct. False information, or failure to supply the details required could make an offer of employment invalid or lead to termination of employment and I consent to the above.</p> <p>Name:</p> <p>Signature: _____ Date: _____</p>		
<p><b>Head of Service</b></p> <p>Are there any additional comments, e.g. approval is dependent upon conditions being met, restrictions and/or safeguards to be implemented?</p> <p>I have discussed this assessment with a HR representative    Yes/No</p> <p>If Yes, name of HR representative:</p> <p>Outcome of Risk Assessment (delete as appropriate): Continue with offer of employment / Withdraw offer of employment</p> <p>Name and Position:</p> <p>Signature: _____ Date: _____</p>		
<p><b>CMT Authorisation</b></p> <p>I have considered the content of this risk assessment and give approval for the candidate to commence employment with any restrictions and safeguards as outlined above.</p> <p>Name of Assistant Director/Director:</p> <p>Signature: _____ Date: _____</p>		

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## **1. Introduction**

The Safeguarding Vulnerable Groups Act (2006) sets a legal duty on the council to refer information to the DBS if we dismiss or remove an employee/volunteer from working with children and/or adults (in what is legally defined as regulated activity) if they meet the referral conditions. In addition, as a regulated activity provider, we also have a duty to refer all allegations of abuse or misconduct towards a child or vulnerable adult made against an employee, volunteer, contractor or partner organisation.

## **2. Referral conditions**

A referral must meet both conditions below:

### **Condition 1**

We withdraw permission for a person to engage in regulated activity with children and/or vulnerable adults, or move the person to another area of work that doesn't involve regulated activity.

This includes situation when we would have taken the above action but the person was re-deployed, resigned, retired or otherwise left employment.

### **Condition 2**

We think the person has carried out one or more of the following:

- Engaged in relevant conduct (see below) in relation to children and/or adults. An action or inaction has harmed a child or vulnerable adult or put them at risk or harm
- Satisfied the harm test (see below) in relation to children and/or vulnerable adults (e.g. there has been no relevant conduct but a risk of harm to the child or adult still exists)
- Been cautioned or convicted or a relevant of a relevant offence

### **Relevant Conduct**

- Endangers a child or vulnerable adult or is likely to endanger a child or adult;
- If repeated against or in relation to a child or adult, would endanger them or would be likely to endanger them
- Involves sexual material relating children including possession of such material
- Involves sexually explicit images depicting violence against human beings including possession of such images (if it appears to the DBS that the conduct is inappropriate)
- Conduct of a sexual nature involving a child or vulnerable adult (if it appears to the DBS that the conduct is inappropriate)

### **Harm Test**

- May harm a child or vulnerable adult
- May cause a child or vulnerable adult to be harmed
- Puts a child or vulnerable adult at risk of harm
- Attempts to harm a child or vulnerable adult
- Incites another to harm a child or vulnerable adult

If both conditions have been met the information must be referred to the DBS once we have gathered sufficient evidence as part of the investigations to support our decision to withdraw permission to engage in regulated activity. If following an investigation it is decided that the best course of action is to issue a sanction short of dismissal or redeployment to another position, we still have a duty to refer the matter to the DBS.

## **2. Referrals to the DBS where there is no legal duty to do so**

There are situations in which we may make a referral but there is no legal duty to refer (for example following an internal investigation) where there is insufficient evidence to show relevant conduct occurred but there are still serious concerns about that individual. This may be reported as 'patterns of behaviour' on which the DBS might make a future decision to bar.

Although there is a legal duty to refer in certain circumstances, there is now the power (but not a mandatory duty) for local authorities to make retrospective referrals to the DBS. This is when there is evidence that an individual has engaged in relevant conduct prior to 12 October 2009 and that person is engaged or may engage in regulated activity.

## **3. Duty to refer as a local authority**

It is possible that, in the course of a child protection or adult safeguarding investigation, or by other means, an officer may become aware that a person not employed by the council may have satisfied the relevant conditions but that no referral has been made by any other agency. Where possible the employer of the individual should be informed of their legal duty to refer the matter to the DBS. If they still fail to fulfil this duty then a referral should be made by the appropriate Director for adult social care or children's services.

#### **4. Requirement to submit information where the employee is a registered professional**

There may be circumstances in which an employee is registered with the Teaching Agency or Health and Care Professions Council. It is appropriate to refer matters relating to misconduct relating to a vulnerable client to both the DBS and the registered organisation.

#### **5. Duty to provide information to the DBS if requested**

The DBS has a legal right to receive information where it asks for it from regulated activity providers and personnel suppliers. There may be occasions during an investigation when the DBS will ask for additional information to assist with its decision making and we are obliged to provide this information if it is information we might hold.

#### **6. Making a referral**

The DBS has a specific referral form, which can be downloaded from their website here <https://www.gov.uk/government/publications/dbs-referrals-form-and-guidance>

Responsibility for initiating a referral to the DBS lies with the manager who has raised the initial concern. To ensure a consistent approach to the delivered of information to the DBS, all referrals should be made through HR Transactional Services who arrange for DBS submissions.

HR Transactional Services will securely retain a copy of the referral form and all associated papers for future reference as the DBS may need to refer to a specific case on a subsequent occasion.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 25<sup>th</sup> October 2016  
**CONTACT OFFICER:** Surjit Nagra, OD/ HR Business Partner  
**AUTHOR:** Jules Potter, Head of Organisational Development  
**WARD(S):** All

**PART I**

**For Information**

**Staff Development Programme Update**

**1. Purpose of Report**

The purpose of this report is to inform the Employment and Appeals Committee on the progress of the staff development programme.

**2. Recommendation(s)/Proposed Action**

The Committee is requested to note the report

**3. Supporting Information**

The purpose of the Organisational Development (OD) team and its function is to promote Slough Borough Council as a learning organisation - to create a motivating environment where employees prosper and are the best of themselves to advise and support each other, residents, visitors, businesses and partner organisations.

The Staff Development Programme aims to:

- support staff to be safe and effective in their roles through a Mandatory Training Programme that is regularly reviewed by CMT and Directorate SMTs to ensure compliance;
- offer a comprehensive corporate learning and development programme which supports organisational needs;
- appreciate and respond to the different learning styles, preferences and capabilities of our workforce; and
- upskill staff throughout their lifecycle with Slough, so that they are confident in their current roles; recognise their own potential and evolve into role models for their colleagues and customers.

In order to support the above a learning and development directory setting out 2016/17 programmes has been produced and is made available to all staff through the Council's internal website.

### **Mandatory Training**

This committee was advised that CMT had approved a Mandatory Training Programme for staff which included training around health and safety, safeguarding and equality. This programme is established with a requirement for all employees to complete 11 e-learning modules between now and the end of March 2017 through a staged approach.

CMT are advised of the level compliance for each Directorate on a monthly basis as part of the workforce data schedule. Through the OD / HR Business Partners, the Directorate SMTs are also updated.

### **Corporate Learning and Development Programme**

As well as the mandatory responsibility set out above, the programme has been established to support the Five-Year Plan outcomes and will be monitored and revised accordingly.

### **Management Development Programme**

The current Management Development Programme is due to end in January 2017 after almost three years and 12 cohorts. The OD work programme sets out to evaluate the programme's effectiveness with a view to determine future needs. Options for a future programme will be proposed by the end of this year with a view to starting the new programme in 2017/18.

#### **4. Background Papers**

None

#### **5. Appendices**

Appendix 1: Corporate Training Directory



# **Fit for the Future** **your training needs answered**

**June 2016 - March 2017**

This is your guide to mandatory training and professional development programmes

# Contents

## Hello and welcome

A guide to your corporate induction to make you feel welcome in your new organisation

## Being business smart

A new programme to help you to be more 'enabling and entrepreneurial' - open to all employees

## Your mandatory training

Your guide to take personal responsibility to complete your training to ensure you are safe and effective in your role

## Management development programme

A mandatory programme for all managers - four cohorts are running in 2016/17

## Your health and safety training

Specialist training modules for managers and employees in settings throughout Slough

## Your continuing professional development

Your guide on keeping up with business skills across the organisation

## Senior leadership development

A series of bespoke master classes aimed at the council's senior leaders

# A place of opportunity and ambition

Here at Slough, we are growing a place of opportunity and ambition.

At the heart of this ambition is a need to recruit, retain and develop the right employees with the right skills to meet the challenges ahead. Every single one of our employees needs to be equipped to be able to respond to change.

This directory has been created to support you to:

- understand what are the mandatory elements of training you need to complete to carry out your role safely and effectively;
- create and develop your career path at Slough Borough Council with continuing professional and personal development choices in line with your personal development plan;
- widen your colleague and partner networks and benefit from discussions on the topical issues that impact on customers - your colleagues, Slough residents and businesses and their respective partners.

This programme has been created with the intention of offering the best possible learning and development experience for you.

In line with Slough's target operating model you will find some new and innovative elements to ensure you are 'enabled and entrepreneurial' in your ways of working. We are calling this programme Being Business Smart.

It is expected that both employees and training providers adhere to the corporate values and behave accordingly. These values, which are being refreshed in line with our new strategy, are at the core of this programme. I would ask you to take personal responsibility to attend the necessary training to benefit you and your customers.

I hope you will enjoy what is on offer and give us any feedback for our regular training needs reviews.

Best wishes

**Christina Hefferon**  
**Assistant director, organisational development/human resources**

# Hello and welcome

Every two months a corporate induction programme is headlined by the chief executive to welcome all new employees to Slough Borough Council. Its aim is to help you to feel part of the organisation quickly and get you settled into your role.

Here is an outline of the programme. If you have just joined Slough Borough Council, you will be invited to join one of the following sessions:

21 September  
2 November  
25 January, 2017

## Programme outline

09.15	Arrivals and refreshments - <b>programme starts at 09.30</b>
09.30	<b>Welcome and introductions</b>
09.45	<b>Welcome to Slough Borough Council</b> Slough vision and strategic priorities - how we are transforming the council?
10.15	<b>How we work in Slough</b> Our culture and values
10.45	Refreshments break
11.00	<b>Financing the council</b> The current financial climate, the impact of government reforms and why we need to account for public money
11.30	<b>Safeguarding, everybody's responsibility</b> Working together to keep vulnerable members of the community safe from harm
12.00	<b>The Slough Story</b> Local news, current developments and projects
12.15	<b>Meet the unions</b> Introduction to the Trade Unions
12.30	<b>Lunch and marketplace</b> An opportunity for inductees to network informally with colleagues to discuss what resources are available to them
14.00	<b>Programme closes</b>

# Being business smart

An open programme of masterclasses to enhance your effectiveness and efficiency, and to help you to work smarter in the enabling and entrepreneurial environment in which we work.

## Building the programme

Professionalising  
my image

Smart working

Coping with  
change and  
difficult situations



# Being business smart

## Who is the Being Business Smart programme for?

Any employee who would like the opportunity to enhance their skills in Slough's new business world. You do not need to attend all modules, just pick and choose the ones relevant and useful to you.

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## Starting with me

How to cope with change and become more resilient in my job and my life through mindfulness.

### Duration and format



- Friday 9 September, 9.30am-12.30pm
- 

## Are you listening?

When we listen effectively we get better quality information and a better understanding of it too. Good listeners also positively encourage others and consequently upset fewer people. This means less frustration and a more satisfying working life...for all concerned!

### Content:

- Understand why being a good listener is so important today
- Examine the 4 levels of listening and relate that to a "typical day"
- Explore the power of deep listening and the results that it can bring about

### Duration and format



Breakfast brainwaves:

- Friday 16 September, 8.30-10am, Jupiter 1, St Martins Place
- Tuesday 18 October, 8.30-10am, Neptune 1, St Martins Place

# Being business smart

## Positively embracing change

This session is focused on helping individuals to understand the change process and to adopt a positive attitude to the change they are experiencing or likely to experience at work.

The workshop recognises that everyone experiences change in different ways and that the same change can affect each person differently.

The content of the session can be tailored to reflect the sort of change involved and the makeup of the audience and will typically include:

### Content:

- What change is, why it is necessary and the main barriers to successful change
- The conditions for successful change
- Understanding change
- Leading and motivating - yourself and others
- Habits and thinking patterns
- Physiological responses to change

### Duration and format



Lunchtime learners:

- Friday 16 September, 12-1.30pm, Jupiter 1, St Martins Place
- Tuesday 18 October, 12-1.30pm, Neptune 1, St Martins Place

To book, go to Learning Pool - <http://slough.learningpool.com/> and click Courses, Personal Development, Being Business Smart, enrol me, and select the date you wish to attend. Your line manager will be notified of your intention to attend and will be asked to approve your request online.



# Being business smart

## Giving and receiving feedback

Feedback - giving and receiving - is essential for any individual or organisation that wants to improve performance over time. The challenge is how to do it effectively so that it results in improved morale and performance - rather than the opposite!

This session looks at the benefits of regular constructive conversations and good feedback, before focusing on practical ways to build the skill of giving and receiving feedback

### Content:

- Why we avoid giving feedback
- Why we resist receiving feedback
- When is feedback not really feedback
- The benefits of constructive feedback
- How to set up a conversation - the 'contracting' process
- How to give useful feedback
- Do's and Don't's

### Duration and format



Teatime teaching:

- Friday 16 September, 2.30-4pm, Jupiter 1, St Martins Place
- Tuesday 18 October, 2.30-4pm, Neptune 1, St Martins Place

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## Unleashing creativity

Creativity comes in many guises and of course some people are more naturally creative than others. However we are all capable of greater creativity. It is a skill that can be learnt - and this session will show you how to unleash your own creativity and that of your colleagues.

### Content:

- What is creativity and why it is important?
- Different types of creativity and how we can all be creative
- The relationship between creativity and innovation
- Quick tools - brainstorming, reversals, metaphors

### Duration and format



Breakfast brainwaves:

- Wednesday 21 September, 8.30-10am,  
Venus 3 and 4, St Martins Place
- Thursday 13 October, 8.30-10am,  
Venus 2 and 3, St Martins Place



# Being business smart

## Mind mapping masterclass

Mind mapping is the uniquely effective tool for thinking, planning, organising and remembering. You will learn how to harness the power of this technique and apply it to help you in many aspects of your work. Mind mapping is sometimes described as the 'Swiss army knife for the brain' and you will quickly discover why!

### Content:

- What it is
- How and why it works
- How to construct Mind Maps® well every time
- How to use them effectively to make effective notes, plan and think more effectively about anything

### Duration and format



Lunchtime learners:

- Wednesday 21 September, 12-1.30pm, Venus 3 and 4, St Martins Place
- Thursday 13 October, 12-1.30pm, Venus 2 and 3, St Martins Place

## Managing and mastering time

Are you often running behind, feeling overwhelmed and worrying that you do not have enough hours in the day? This session provides practical strategies to cope with daily challenges. You will learn how to regain control, increase your efficiency throughout the day and manage your time at work and at home.

### Content:

- Coping with daily challenges which eat away at our time
- Understanding how we react to time
- The importance of prioritising and planning
- How time planning is affected by your energy and the environment around you
- Strategies to take control

### Duration and format



Teatime teaching:

- Wednesday 21 September, 2.30-4pm, Venus 3 and 4, St Martins Place
- Thursday 13 October, 2.30-4pm, Venus 2 and 3, St Martins Place

To book, go to Learning Pool - <http://slough.learningpool.com/> and click Courses, Personal Development, Being Business Smart, enrol me, and select the date you wish to attend. Your line manager will be notified of your intention to attend and will be asked to approve your request online.



# Your mandatory training - e-learning requirements for 2016/17

**All employees of Slough Borough Council are expected to take personal responsibility to complete the following mandatory e-learning modules within the timescales outlined below:**

Course/module	Frequency required	All staff to complete these modules by:
<b>Health and safety</b>		
Introduction to health and safety	Annually	1 June to 31 August 2016
Fire safety	Annually	
Display screen equipment	For all employees who use PCs. To be repeated after desk moves	
Office safety	Annually for those employees who work in an office environment	
<b>Safeguarding</b>		
Safeguarding adults awareness level 1	Annually	1 September to 31 October 2016
Safeguarding children refresher level 1	Annually	
<b>Security</b>		
Raising awareness of extremism, radicalisation and terrorism	Annually	1 November to 31 December 2016
Bomb procedures	To be introduced in September and annually thereafter	
<b>Information security</b>		
Information security awareness	Annually	1 January to 28 February 2017
<b>Equality</b>		
Autism awareness	Annually	1 February to 31 March 2017
Equality in the workplace	Annually	Please see equality and diversity section on page 9

The completion of these modules will be recorded by the organisational development team on a monthly basis and data submitted to the council management team (CMT) and senior management teams (SMTs) in each directorate.

If you have difficulties with logging into the e-learning system, via SBCInsite, please email [training@slough.gov.uk](mailto:training@slough.gov.uk) Page 80

# Your mandatory training - e-learning requirements for 2016/17

Here are the details on each of these modules which you will find in the 'e-learning' box in the middle of the SBCinsite homepage:

## Health and safety training:

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### Introduction to health and safety

This course is designed to give you an overview of good health and safety practice at work, describing common risks and hazards associated with the working environment and how to avoid them. It also explains that every employee has a personal duty of care to him/herself and colleagues.



E-learning

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### Fire safety

This course is designed to give you an overview of good fire safety practice at work. Identifying potential fire risks to yourself and colleagues and describing how fire starts and behaves; what to do on discovering a fire; what to do on hearing a fire alarm; and the types of fire-fighting equipment and how to use them.



E-learning

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### Display screen equipment (DSE)

This course is designed to give you an overview of good DSE practice at work. It looks at the risks of using DSE and the ways to reduce these risks. This module is for all employees who use PCs and should be repeated by current employees after desk moves.



E-learning

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### Office safety

This course is designed for all employees who work in an office environment.



E-learning

01753 875135

training@slough.gov.uk



# Your mandatory training - e-learning requirements for 2016/17

## Safeguarding training:

---

### Safeguarding adults awareness level 1

The course will define adult abuse and help you to recognise some signs and symptoms of abuse as well as knowing what to do in cases of suspected abuse.



E-learning

---

### Safeguarding children refresher level 1

The aim of this course is to refresh and update awareness regarding safeguarding children and to remind you of your responsibilities whenever you have a concern about a child.



E-learning

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## Security training:

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### Raising awareness of extremism, radicalisation and terrorism

Completing this module will help you to identify signs of radicalisation and understand when and how to report concerns appropriately.



E-learning

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### Bomb procedures

Details on this module will be published in the next edition of this directory.

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## Information security training:

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### Information security awareness

Information security is important because we hold a vast amount of information relating to our residents and our employees. Much of this information contains personal or private details. We have a duty to protect this from unauthorised access or exposure and need to ensure that our information is protected and handled appropriately. This course outlines the importance of information security; the main requirements of Slough Borough Council's information security policies; and offers methods of best practice.



E-learning

# Your mandatory training - e-learning requirements for 2016/17

## Equality training:

---

### Autism awareness

This course will increase your awareness of autism and the autistic spectrum.



E-learning

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### Equality and diversity

#### - drama based training with the Garnett Foundation

In 2016/17, a new form of drama-based learning will be introduced to the council and all employees will be required to attend one face-to-face session.

The sessions will be led by The Garnett Foundation - [www.thegarnettfoundation.com](http://www.thegarnettfoundation.com) - who have been working with public sector organisations since 2000 on exploring the best ways of turning policies into practice.

The foundation will work with us to translate good behaviour and best practice around equality and diversity in the workplace.



### Equality in the workplace

In 2017/18, following the Garnett Foundation's session, all employees will be required to complete this e-learning module. The aim of this course is to increase awareness of equality in the workplace and to identify the expectations we have of you in terms of your behaviour. It will also give you practical help in challenging unlawful discrimination or inappropriate behaviour.

01753 875135



[training@slough.gov.uk](mailto:training@slough.gov.uk)



# Your mandatory training

## - classroom requirements for 2016/17

All employees in front line roles at Slough Borough Council are expected to take personal responsibility to complete the following mandatory training (if they have not completed it previously at SBC) by the end of 2016/17. Please review the details to see if each course is relevant to your role.

### WRAP training - workshop to raise awareness of prevent

This workshop is an introduction to the council's statutory responsibility to prevent people becoming terrorists or supporting terrorist activity. Set in a safeguarding context and covering a broad range of extremism issues, WRAP is a practical session where delegates will explore the possible signs that someone is becoming vulnerable and/or susceptible to an extremist ideology. The session will go on to examine the confidential referral and support processes which exist locally, if an employee has a personal or professional concern.

#### Who is this course for?

For all employees in front line roles coming into contact with potentially vulnerable individuals and families.

#### Duration and format



2 hours

Classroom training for up to 20 delegates

- 14 September
- 20 September
- 4 October
- 12 October
- 9 November
- 16 November
- 6 December
- 13 December

#### To book a place on a WRAP workshop, please follow these instructions:

Log into the e-learning zone via SBCInsite homepage with your username (normally your Slough BC email address) and Learning Pool password. If you have any difficulties, please email [training@slough.gov.uk](mailto:training@slough.gov.uk)

Next, go to the courses tab next to home on the tab bar.



You will now see a list of course categories, expand the Personal Development category and click on **WRAP Training Face to Face** to see the list of dates that have been arranged for WRAP training.

Select the date you would like to attend; you will be asked to specify the manager who will approve your booking, then simply click the Sign-up button. After your manager has approved you will receive confirmation of your booking. If you do not receive this check your manager has approved the booking. Email [training@slough.gov.uk](mailto:training@slough.gov.uk) if you need help.

# Your mandatory training - classroom requirements for 2016/17

## Safeguarding Adults Level 1

All frontline employees are required to complete this training. This training needs to be refreshed every three years. If you have any queries about whether you are up-to-date with this training, please email [training@slough.gov.uk](mailto:training@slough.gov.uk).

Safeguarding is everyone's business. This course will raise awareness about adult abuse, enabling participants to recognise abuse and know to respond appropriately. By the end of the course participants will be able to define what is adult safeguarding and why it matters, explain their responsibilities for reporting and responding to abuse and neglect, understand relevant legislation and know where to find additional information.

## Who is this course for and when?

For employees in front line roles - the specific groups are:

- Employees in the Wellbeing Directorate and frontline housing must complete the course as commensurate to their role and within three months of starting in post.
- Employees in other directorates or linked services who are in contact with the public, community based settings or who work with families on a regular basis. Examples include leisure services, MyCouncil, housing and benefits and library services employees.

## Duration and format



3½ hours - morning and afternoon sessions

Classroom training for up to 18 delegates

- 6 September, 1pm-4.30pm
- 6 December, 1pm-4.30pm
- 12 October, 9.30am-1pm
- 12 January 2017, 9.30am-1pm

Venue information will be sent with the booking confirmation. To book please complete the webform here: [www.slough.gov.uk/health-and-social-care/training-and-development.aspx](http://www.slough.gov.uk/health-and-social-care/training-and-development.aspx)

01753 875135



[training@slough.gov.uk](mailto:training@slough.gov.uk)



# Your mandatory training - classroom requirements for 2016/17

## Basic safeguarding children awareness

All frontline employees are required to complete this training. This training needs to be refreshed every three years. If you have any queries about whether you are up-to-date with this training, please email: [training@slough.gov.uk](mailto:training@slough.gov.uk)

To provide you with an awareness of safeguarding issues and clarify the expectations placed on employees when dealing with children suffering harm and/or neglect.

The course aims to provide you with the ability to define categories, signs and indicators of abuse and neglect; discuss why the child's interests are paramount; what to do in response to concerns appropriately in line with the guidance *What To Do If You're Worried A Child Is Being Abused*; Slough's approach to early help; an understanding interagency working; and local learning from serious cases.

## Who is this course for and when?

For front line employees from statutory, voluntary and independent agencies who work with children, young people, families and vulnerable adults in the Slough area and who have not previously completed any face-to-face safeguarding children training.

## Duration and format



3 hours - 9.30am-12.30pm at Beechwood Conference Centre  
Classroom training for up to 25 delegates

- 14 October
- 20 January 2017

This training is provided by the Slough Children's Services Trust. Each place costs £45 per SBC employee. To book, go to: [\\_training@scstrust.co.uk](mailto:_training@scstrust.co.uk)



01753 875135



[training@slough.gov.uk](mailto:training@slough.gov.uk)



# Management development programme (MDP) - five modules over five days

## Overview of course content

- Facilitators encourage self-learning to maximise engagement through taught sessions, discussions, exercises, reflection and input from senior leaders sharing personal experiences.
- Managers leave the programme with a set of 'tools' and 'shared language' to support effective delivery and engagement from staff and other stakeholders. In addition a 'team' culture is fostered to encourage collaborative working on resolving concerns and delivering projects.

### Who is this course for?

- It is mandatory for all managers and key officers who are responsible for translating and delivering the council's strategic outcomes. Nine cohorts have already completed the programme and there will be up to four cohorts running in 2016/17.

### Duration and format

- Facilitated by internal heads of service with support from the organisational development team for up to 15 delegates.
- The dates for Cohort 12 are as follows:
  - Module 1: Strategic Working: 19 September
  - Module 2: Managing Change: 17 October
  - Module 3: Delivery of Best Outcomes: 21 November
  - Module 4: Managing Performance: December 15
  - Module 5: Culture Change: January 17.

Please get in touch via the contact details on this page for more information.

### Key benefits from each module:

**Strategic working** - to enable managers to understand and apply strategic working to the Council's 5 year plan and see the bigger picture through joined-up working and 'leadership' at all levels.

**Managing change** - to develop existing change management capability directly or through others aligned with the corporate vision.

**Delivering best outcomes** - to support managers in thinking about their impact and outcomes with tools to enable effective work planning, problem solving and working through barriers to achieve goals.

**Managing performance** - to support managers in creating high performing individuals, teams and suppliers to achieve objectives.

**Culture change** - to understand organisational cultures and team sub-cultures, diagnose them and consider strategies for changing them.

01753 875135

[training@slough.gov.uk](mailto:training@slough.gov.uk)



# Your health and safety training

**All employees who are required to do this targeted training in 2016-17 will be contacted and advised by the organisational development team about training requirements and how to book a place on a course.**

## Personal safety for lone workers

Lone working is a frequent occurrence within councils with employees conducting home visits, dealing with customers face-to-face or working remotely. Violent and aggressive behaviour towards employees is increasing. With hot-desking and working from home becoming more common, employees are frequently not able to draw on the support from office based colleagues. For employees who work alone this course will provide the skills to identify, de-escalate or avoid violent or aggressive situations.

### Who is this course for?

For employees who work alone either on or away from local authority premises or those who work alone from home.

### Duration and format



Classroom training for up to 16 delegates:

- 9 September, 9.30am-4.30pm, Venus Suites 3 and 4, St Martins Place
- 30 September, 9.30am-4.30pm, Venus Suite 2, St Martins Place
- 19 October, 9.30am-4.30pm, Venus Suite 2, St Martins Place
- 17 November, 9.30am-4.30pm, Venus Suite 2, St Martins Place
- 8 December, 9.30am-4.30pm, Venus Suites 3 and 4, St Martins Place
- 24 January 2017, 9.30am-4.30pm, Jupiter Suite 1, St Martins Place
- 22 February 2017, 9.30am-4.30pm, Jupiter Suite 1, St Martins Place
- 28 March 2017, 9.30am-4.30pm, Venus Suite 2, St Martins Place

The organisational team will also be in touch with specific groups of employees who require the following health and safety training:

- **First aid at work**
- **Inspections and risk assessment**
- **Accident investigation**
- **Fire management**
- **Legionella awareness and management**
- **Working at height**
- **Asbestos management**
- **Safety management systems**
- **Manual handling**
- **COSHH**

If you would like to know more about these training elements, please email [training@slough.gov.uk](mailto:training@slough.gov.uk)



To book, go to Learning Pool - <http://slough.learningpool.com/> and click Courses, Health and Safety, Lone Worker Personal Safety Face-to-Face, enrol me, and select the date you wish to attend. Your line manager will be notified of your intention to attend and will be asked to approve your request online.

# Your continuing professional development

## Recommended eLearning for frontline services

### Autism awareness eLearning

Autism is a serious, lifelong and disabling condition. Without the right support, it can have a profound - sometimes devastating - effect on individuals and families.

Autism is much more common than many people think. There are around 700,000 people in the UK living with autism - that's more than 1 in 100. If you include their families, autism touches the lives of 2.8 million people every day. (*source: National Autistic Society*)

It is a hidden disability - you can't always tell if someone has autism. This can make it more difficult for you to recognise autism and communicate appropriately with customers who are autistic.

By improving your awareness about autism, you will be better able to recognise who may be autistic, improve your communicate with them.

This eLearning course is a basic introduction to autism, with useful links and resources.

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### Carer aware eLearning

In Slough there are 12,000 people giving unpaid support to a loved one.

Are you one of them? Is one of them your customer?

"Carers provide unpaid care by looking after an ill, older or disabled family member, friend or partner. It could be a few hours a week or round the clock, in your own home or down the motorway." (*Carers UK 2015*)

This is different to providing paid professional care, or acting as a volunteer through an organisation. Carers come from all communities and are of all ages. A young carer is someone who helps look after a relative who may have a condition, such as a disability, illness, mental health condition, or a drug or alcohol problem. Many young carers look after one of their parents or grandparents or care for a brother or sister.

The Care Act 2014 has increased the rights and recognition of carers in the adult social care system by putting them on an equal footing to the person they care for.

This eLearning course provides you with information about carers and their rights, as well as links to useful resources.

To access eLearning courses: Log in to  
<http://slough.learningpool.com/>  
and click on the Social Care category



# Your continuing professional development

## Domestic abuse eLearning

Did you know:

- Seven women a month are killed by a current or former partner in England and Wales
- On average high-risk victims live with domestic abuse for 2.6 years before getting help
- 85% of victims sought help five times on average from professionals in the year before they got effective help to stop the abuse  
(Source: Saferlives)

Domestic abuse is often an underlying theme in a number of cases referred to the council, the NHS and Police services. Can you recognise the signs of domestic abuse? They are not always obvious, and people suffer abuse in different forms.

Think:

- Domestic abuse in relation to LGBT
- Domestic abuse in relation to physical or learning disabilities
- Child to parent abuse
- Female to male abuse
- Abuse featuring over a long time becoming 'normalised' behaviour between older couples

The two main Acts related to Domestic Abuse are the Domestic Violence, Crime and Victims Act 2004 and the Serious Crime Act 2015. In the last two years, legislation has been revised to include coercive control, forced marriage and honour based violence - we have a duty of care under legislation.

How can you tell if a client is suffering from abuse? You might be in a position to spot the signs, and your duty is to report your concerns.

Complete this eLearning programme to find out more about domestic abuse and the national and local resources available for support.



To access eLearning courses: Log in to  
<http://slough.learningpool.com/>  
and click on the Social Care category

# Your continuing professional development

## Dementia awareness eLearning

Key facts about dementia:

- Dementia affects over 800,000 people in the UK with numbers set to rise to over 1 million by 2021
- There are 40,000 younger people with dementia in the UK
- There are 25,000 people with dementia from black and minority ethnic groups in the UK
- Only 44% of people with dementia in England, Wales and Northern Ireland receive a diagnosis  
*(source: Alzheimer's Society 2014)*

Two thirds of people with dementia live in the community while one third live in a care home. You may come across people who have dementia - would you know what to do if they presented confused?

This is a basic dementia awareness course for all staff working in Healthcare across, Slough, who may have contact with people with dementia. This module should take approximately 30 minutes to complete.

How to access these courses:

Log in to <http://slough.learningpool.com/> and click on the Social Care category.

To access eLearning courses: Log in to  
<http://slough.learningpool.com/>  
and click on the Social Care category



# Your continuing professional development

## Project management suite

A suite of eight practical workshops facilitated by the council's 'programme management office' aimed at people managing projects as part of their normal workload but should be of benefit to anyone who wishes to develop or refresh project management skills and confidence.

### 1. Project management - half-day workshop

**Overview:** to develop skills and confidence for successful project planning, delivery and effective and efficient decisions. The workshop will focus on each stage of the project lifecycle and cover project foundations, co-ordination, monitoring and effective reporting through the implementation.

#### What you will learn:

- Understanding what a project is and how to start up successfully
- How to produce a project plan and schedule effectively
- Co-ordinating, monitoring and reporting on the project implementation
- How to review and evaluate project success

#### Who is this workshop for?

This workshop is aimed at people managing projects as part of their normal workload but should be of benefit to anyone who wishes to develop or refresh project management skills and confidence.

#### Duration and format



Classroom training for up to 8 delegates.

- 20 October 2016, 9.30am-12.30pm, Jupiter Suite 1, St Martins Place

# Your continuing professional development

## 2. How to write a project initiation document (PID)

### - lunchtime learner

**Overview:** to develop skills and confidence for writing a project initiation document once the project business case has been approved and practice completing the information in the PID template.

#### What you will learn:

- Understanding how to write a PID, present objectives, deliverables and benefits
- Know what information to include and not to include
- Tailor a PID according to the project scale
- Feeding information already produced (e.g. the business case) into the PID and using it throughout the project (e.g. risks, tolerances and communications)

#### Who is this workshop for?

This workshop is aimed at managers and anyone who is involved in writing project initiation documents.

#### Duration and format



1 hour workshop. Classroom training for up to 8 delegates.

- 14 September 2016, 12.30-1.30pm, Jupiter Suite 1, St Martins Place

To book, contact [Programme.ManagementOffice@slough.gov.uk](mailto:Programme.ManagementOffice@slough.gov.uk) with details of the workshop you wish to attend.



# Your continuing professional development

## 3. Project budget management - half-day workshop

**Overview:** to gain an understanding of effective budget management techniques and skills for building budgets at the project start and managing budgets throughout the project duration. The workshop will cover preparation, monitoring and reporting on financial performance.

### What you will learn:

- Understand two different approaches to budget building and why budget monitoring is important
- How to make cost estimates, prepare a project budget and forecast costs for the months ahead
- Review actual costs and define cost variances
- Review and report a project's financial performance and identify financial risks

### Who is this workshop for?

This workshop is aimed at anyone managing project budgets and particularly be of benefit to managers involved in budget management.

### Duration and format



2½ hour workshop. Classroom training for up to 8 delegates.

- 6 October 2016, 9.30am-12noon, Jupiter Suite 1, St Martins Place

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## 4. Communications planning - early lunchtime learner

**Overview:** to develop skills and confidence for writing stakeholder and communication plans, including who and how to communicate with key stakeholders throughout the entire project and understand why communication is key to a project's success.

### What you will learn:

- Understand why communications is key to a project's success
- Know different ways to communicate with stakeholders
- Be able to write a stakeholder and communications plan
- Understand the role of the communications team

### Who is this workshop for?

This workshop is aimed at people managing projects as part of their normal workload but should be of benefit to anyone who wishes to develop or refresh project management skills and confidence.

### Duration and format



1 hour workshop. Classroom training for up to 8 delegates.

- 9 November 2016, 11am-12noon, Jupiter Suite 1, St Martins Place



# Your continuing professional development

## 5. How to write a business case - late lunchtime learner

**Overview:** to develop skills and confidence required to write business cases at the beginning of managing a project and complete the necessary information required by senior stakeholders to make a decision on whether a project should be initiated or not.

### What you will learn:

- Know how to write a business case, what information to include and not to include
- How to present financial and non-financial benefits
- Tailor a business case according to the project scale
- Understand the project approval process - know where to send your business case to get approval to initiate a project and get it added to the project portfolio

### Who is this workshop for?

This workshop is aimed at managers and anyone who is involved in developing business cases for approval.

### Duration and format



1 hour workshop. Classroom training for up to 8 delegates.

- 14 December 2016, 2-3pm, Jupiter Suite 1, St Martins Place

To book, contact [Programme.ManagementOffice@slough.gov.uk](mailto:Programme.ManagementOffice@slough.gov.uk) with details of the workshop you wish to attend.



# Your continuing professional development

## 6. How to write a highlight report - mid-morning breakfast

**Overview:** to develop skills and confidence for writing highlight reports throughout the project lifecycle, complete the necessary information required in a highlight report, which informs stakeholders of the project progress and any key risks and issues for their attention.

### What you will learn:

- Know how to write a highlight report, what information to include and not to include
- Understand how to present risks and issues, including how to assess their RAG status
- Know how to present and report project milestones
- Understand how to present information for the attention of senior stakeholders
- Know what information is fed into the project portfolio

### Who is this workshop for?

This workshop is aimed at managers and anyone who is involved in writing highlight reports and reports on progress to CMT, the transformation board and the programme management office.

### Duration and format



1 hour workshop. Classroom training for up to 8 delegates.

- 11 January 2017, 10-11am, Jupiter Suite 1, St Martins Place

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## 7. How to write a project brief - lunchtime learner

**Overview:** to develop skills and confidence required to write a project brief at a stage when there may not be a great deal of information and detail on how the project is going to be run. The workshop will cover when it is necessary to write a brief and what information could be needed.

### What you will learn:

- Understand the purpose of a project brief, what it is and when to use it
- Know what information to include at this stage of the project
- Know how to identify objectives, scope and deliverables

### Who is this workshop for?

This workshop is aimed at people managing projects as part of their normal workload but should be of benefit to anyone who wishes to develop or refresh project management skills and confidence.

### Duration and format



1 hour workshop. Classroom training for up to 8 delegates.

- 8 February 2017, 12.30-1.30pm, Jupiter Suite 1, St Martins Place

# Your continuing professional development

## 8. How to close a project - lunchtime learner

**Overview:** to develop skills and confidence for closing a project effectively, handing it to business as usual and ensuring any lessons learned and follow on actions are captured.

### What you will learn:

- Understand when you can close a project and know the importance of capturing lessons learned
- Know how to write an end project and lessons learned report
- Understand the importance of capturing follow on actions and handing over to business as usual
- Gain knowledge of the benefits realisation phase of a project

### Who is this workshop for?

This workshop is aimed at people managing projects as part of their normal workload but should be of benefit to anyone who wishes to develop or refresh project management skills and confidence.

### Duration and format



1 hour workshop. Classroom training for up to 8 delegates.

- 8 March 2017, 12.30-1.30pm, Jupiter Suite 1, St Martins Place

To book, contact [Programme.ManagementOffice@slough.gov.uk](mailto:Programme.ManagementOffice@slough.gov.uk) with details of the workshop you wish to attend.



# Senior leadership development

## Overview of course content

- The senior leadership team (SLT) has attended a series of bespoke master classes entitled *leading self and others through change* from April to June. It is a bespoke training programme to support them to be more resilient in the current local government climate of unprecedented challenge and change
- SLT and other leaders in the council were brought up-to-date in respect of using social media in networking more widely at a half-day workshop in May. Robert Peasnell, a communications expert, led the session.
- Highly-experienced local government leads, Adrian Pritchard and George Thorley, led a one-day workshop entitled *creating an entrepreneurial culture*. This workshop supported senior leaders to manage their way through the substantial cuts in local government and how these can be offset by developing new entrepreneurial skills across the workforce.

All these master class topics are being taken forward through projects driven by the Five Year Plan outcomes.

Further senior leadership team master classes are being planned for 2017.

### Key benefits from each module:

- **Leading self and others through change:** This learning will be shared throughout the council through the promotion of employee resilience and wellbeing.
- **Use of social media in Local Government:** Attendees will be tasked to be good role models and advocates in respect of the use of social media in their teams.
- **Creating an entrepreneurial culture:** To enhance the council's leadership capacity to develop and lead increasing entrepreneurial services.



## Fit for the Future - your training needs answered

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment and Appeals Committee  
**DATE:** 25<sup>th</sup> October 2016  
**CONTACT OFFICER:** Surjit Nagra, OD/HR Business Partner  
**AUTHOR:** Gemma Bailey, Head of Corporate HR  
**WARD(S):** All

**PART 1**

**FOR INFORMATION**

**STAFF WELLBEING UPDATE**

**1. Purpose of Report**

To provide Members with updated data on the Council's Sickness Absence. The data includes the period April 2016 to June 2016.

**2. Recommendation(s)/Proposed Action**

The report is submitted for information only

**3. Supporting Information**

The overall number of sick days for the Council has reduced over the last 3 months (April - June) to 8.0 which are below the target of 8.1.

Below is a summary of number of sick days per Directorate for June:

Directorate	No of Sick Days (June)	Target	Increase or Decrease over last 3 months
Chief Executive	3.4	6.8	↑
CCS	6.2	8.1	↓
RHR	8.7	8.1	↑
Wellbeing	9.9	9.4	↓

Appendix A shows number of sick days per FTE by Division which is on a rolling 12 month basis.

Appendix B shows number of sick days per FTE by Directorate against the target on a rolling 12 month basis.

Appendix C shows the short term and long term sickness cases.

### **Employee Assistance Programme.**

At the last Committee meeting, Members requested an update on the number of staff that had used the Employee Assistance Programme. The EAP provides services for staff such as counselling and information on financial support, childcare etc.

Records show that a total of 33 individuals used the service in the period September 2015 – September 2016. The following is a breakdown of service utilisation:

Telephone counselling	23
Face to face counselling	7
Information	3
<b>Total</b>	<b>33</b>

#### **4. Appendices**

- Appendix A - FTE Rolling by Division
- Appendix B - FTE Rolling by Directorate
- Appendix C - Sickness Cases



Sick Days Per FTE by Division: 12 Month Rolling Total May 2015 to April 2016

		Sick Days Per FTE												Travel between Mar 2016 and Apr 2016
Division		May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	
<b>Chief Executive (Target 8.1)</b>	Chief Executive	3.0	3.0	3.3	3.3	3.3	3.3	3.1	3.4	3.4	3.4	1.4	0.7	☐
	Strategy Pol & Comms	3.9	3.4	3.8	4.3	4.5	4.7	4.5	4.7	3.7	3.3	3.6	3.6	☐
	Professional Services	2.6	2.5	2.3	2.3	2.1	1.8	1.6	1.7	1.9	1.8	1.9	3.1	☐
	<b>Chief Executive</b>	<b>2.7</b>	<b>2.6</b>	<b>2.8</b>	<b>3.2</b>	<b>3.3</b>	<b>3.3</b>	<b>3.1</b>	<b>3.2</b>	<b>3.0</b>	<b>2.9</b>	<b>3.0</b>	<b>3.3</b>	☐
<b>Customer &amp; Community Services (Target 8.1)</b>	Community & Skills *	7.8	8.2	9.5	10.4	10.4	10.4	10.4	10.8	11.1	10.9	10.5	9.5	☐
	Enforcement & Regulation	6.3	5.6	5.2	4.8	3.7	2.8	2.5	2.4	2.6	2.4	2.9	2.6	☐
	Strategic Management	0.4	0.4	0.7	0.7	0.8	0.9	1.0	1.0	1.3	1.3	1.3	1.3	☐
	Procurement	0.0	0.3	0.6	0.6	0.7	1.0	1.0	1.1	1.1	1.2	1.2	1.2	☐
	<b>Customer &amp; Community Services</b>	<b>7.0</b>	<b>7.0</b>	<b>7.7</b>	<b>8.1</b>	<b>7.7</b>	<b>7.3</b>	<b>7.1</b>	<b>7.2</b>	<b>7.4</b>	<b>7.2</b>	<b>7.1</b>	<b>6.3</b>	☐
<b>Resources, Housing &amp; Regeneration (Target 8.1)</b>	Finance and Audit	2.3	2.3	1.5	1.1	1.1	1.1	1.0	0.6	0.3	0.4	0.1	0.1	☐
	Housing & Environment	14.9	15.1	14.6	14.0	13.5	13.1	12.7	12.5	12.7	12.7	12.8	13.2	☐
	Assets, Inf & Regeneration	7.7	7.8	7.7	7.1	6.4	5.8	5.3	4.6	4.0	3.8	3.7	3.1	☐
	Strategic Management	1.0	1.0	1.2	1.2	1.2	5.6	5.6	5.0	4.6	4.6	4.6	4.6	☐
	<b>Resources, Housing &amp; Regeneration</b>	<b>10.1</b>	<b>10.4</b>	<b>10.0</b>	<b>9.8</b>	<b>9.4</b>	<b>9.5</b>	<b>9.1</b>	<b>8.8</b>	<b>8.6</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	☐
<b>Wellbeing (Target 9.4)</b>	Children YP & Family Service	10.6	10.4	11.4	11.4	13.3	12.9	14.7	14.1	14.3	13.8	12.1	11.8	☐
	Adult Social Care	11.3	10.8	10.1	9.1	9.0	8.7	8.6	8.8	9.2	9.5	9.6	9.5	☐
	Public Health	2.5	2.5	3.0	3.5	5.0	7.6	10.2	11.3	11.9	11.4	9.9	9.9	☐
	Strategic Management	49.5	59.5	66.0	66.0	65.5	65.0	62.5	61.5	59.0	49.0	38.0	30.7	☐
	<b>Wellbeing</b>	<b>9.5</b>	<b>9.4</b>	<b>9.3</b>	<b>9.0</b>	<b>9.4</b>	<b>9.5</b>	<b>9.5</b>	<b>9.7</b>	<b>10.2</b>	<b>10.2</b>	<b>10.3</b>	<b>10.2</b>	☐
<b>Slough Borough Council (Target 8.1)</b>		<b>8.7</b>	<b>8.7</b>	<b>8.7</b>	<b>8.5</b>	<b>8.4</b>	<b>8.4</b>	<b>8.3</b>	<b>8.3</b>	<b>8.4</b>	<b>8.2</b>	<b>8.3</b>	<b>8.1</b>	☐

Target Achieved
Target Not Achieved
Significant Cause For Concern

\* Community & Skills has been split into two sections (Learning & Community and Wellbeing & Community). Due to historic data being unavailable, the combined Community & Skills division is currently being shown.

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Sick Days Per FTE by Division: 12 Month Rolling Total June 2015 to May 2016

		Sick Days Per FTE												Travel between Apr 2016 and May 2016
Division		Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	
<b>Chief Executive (Target 8.1)</b>	Chief Executive	3.0	3.3	3.3	3.3	3.3	3.1	3.4	3.4	3.4	1.4	0.7	0.7	☐
	Strategy Pol & Comms	3.4	3.8	4.3	4.5	4.7	4.5	4.7	3.7	3.3	3.6	3.6	3.7	☐
	Professional Services	2.5	2.3	2.3	2.1	1.8	1.6	1.7	1.9	1.8	1.9	3.1	3.2	☐
	<b>Chief Executive</b>	<b>2.6</b>	<b>2.8</b>	<b>3.2</b>	<b>3.3</b>	<b>3.3</b>	<b>3.1</b>	<b>3.2</b>	<b>3.0</b>	<b>2.9</b>	<b>3.0</b>	<b>3.3</b>	<b>3.4</b>	☐
<b>Customer &amp; Community Services (Target 8.1)</b>	Community & Skills *	8.2	9.5	10.4	10.4	10.4	10.4	10.8	11.1	10.9	10.5	9.5	9.2	☐
	Enforcement & Regulation	5.6	5.2	4.8	3.7	2.8	2.5	2.4	2.6	2.4	2.9	2.6	2.6	☐
	Strategic Management	0.4	0.7	0.7	0.8	0.9	1.0	1.0	1.3	1.3	1.3	1.3	1.3	☐
	Procurement	0.3	0.6	0.6	0.7	1.0	1.0	1.1	1.1	1.2	1.2	1.2	1.2	☐
	<b>Customer &amp; Community Services</b>	<b>7.0</b>	<b>7.7</b>	<b>8.1</b>	<b>7.7</b>	<b>7.3</b>	<b>7.1</b>	<b>7.2</b>	<b>7.4</b>	<b>7.2</b>	<b>7.1</b>	<b>6.3</b>	<b>6.1</b>	☐
<b>Resources, Housing &amp; Regeneration (Target 8.1)</b>	Finance and Audit	2.3	1.5	1.1	1.1	1.1	1.0	0.6	0.3	0.4	0.1	0.1	0.1	☐
	Housing & Environment	15.1	14.6	14.0	13.5	13.1	12.7	12.5	12.7	12.7	12.8	13.2	13.5	☐
	Assets, Inf & Regeneration	7.8	7.7	7.1	6.4	5.8	5.3	4.6	4.0	3.8	3.7	3.1	3.1	☐
	Strategic Management	1.0	1.2	1.2	1.2	5.6	5.6	5.0	4.6	4.6	4.6	4.6	4.6	☐
	<b>Resources, Housing &amp; Regeneration</b>	<b>10.4</b>	<b>10.0</b>	<b>9.8</b>	<b>9.4</b>	<b>9.5</b>	<b>9.1</b>	<b>8.8</b>	<b>8.6</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.7</b>	☐
<b>Wellbeing (Target 9.4)</b>	Early Yrs, Sch Srvs & Special Needs	10.4	11.4	11.4	13.3	12.9	14.7	14.1	14.3	13.8	12.1	11.8	11.5	☐
	Adult Social Care	10.8	10.1	9.1	9.0	8.7	8.6	8.8	9.2	9.5	9.6	9.5	9.8	☐
	Public Health	2.5	3.0	3.5	5.0	7.6	10.2	11.3	11.9	11.4	9.9	9.9	9.8	☐
	Strategic Management	59.5	66.0	66.0	65.5	65.0	62.5	61.5	59.0	49.0	38.0	30.7	18.0	☐
	<b>Wellbeing</b>	<b>9.4</b>	<b>9.3</b>	<b>9.0</b>	<b>9.4</b>	<b>9.5</b>	<b>9.5</b>	<b>9.7</b>	<b>10.2</b>	<b>10.2</b>	<b>10.3</b>	<b>10.2</b>	<b>10.2</b>	☐
<b>Slough Borough Council (Target 8.1)</b>		<b>8.7</b>	<b>8.7</b>	<b>8.5</b>	<b>8.4</b>	<b>8.4</b>	<b>8.3</b>	<b>8.3</b>	<b>8.4</b>	<b>8.2</b>	<b>8.3</b>	<b>8.1</b>	<b>8.1</b>	☐

Target Achieved
Target Not Achieved
Significant Cause For Concern

\* Community & Skills has been split into two sections (Learning & Community and Wellbeing & Community). Due to historic data being unavailable, the combined Community & Skills division is currently being shown.

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### Sick Days Per FTE by Division: 12 Month Rolling Total July 2015 to June 2016

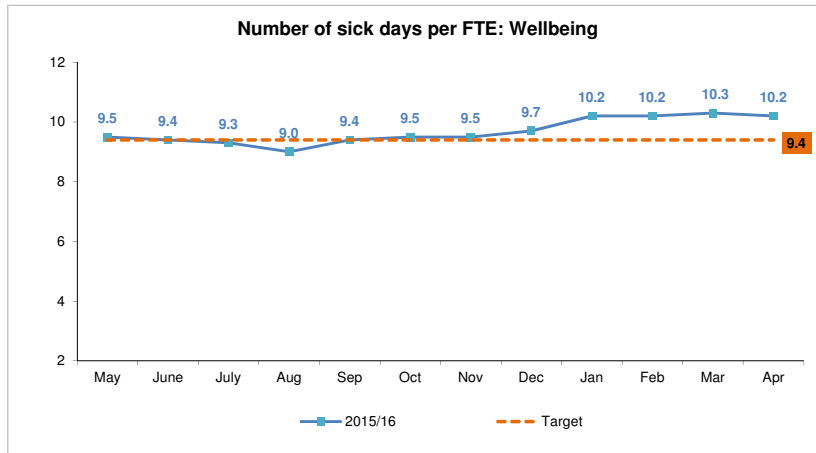
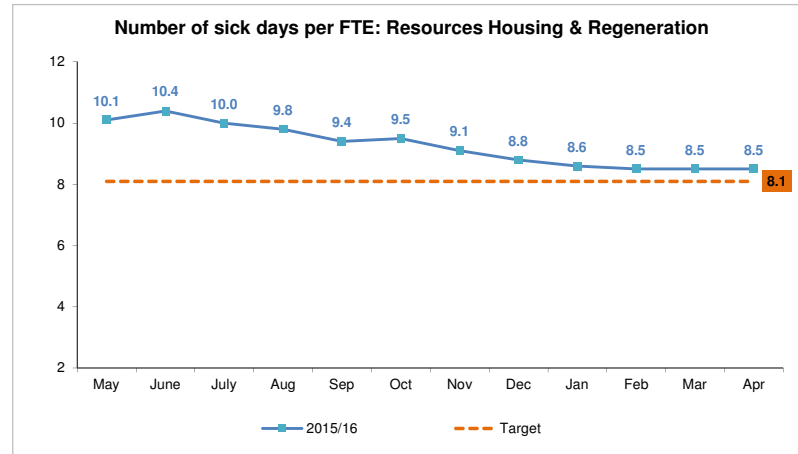
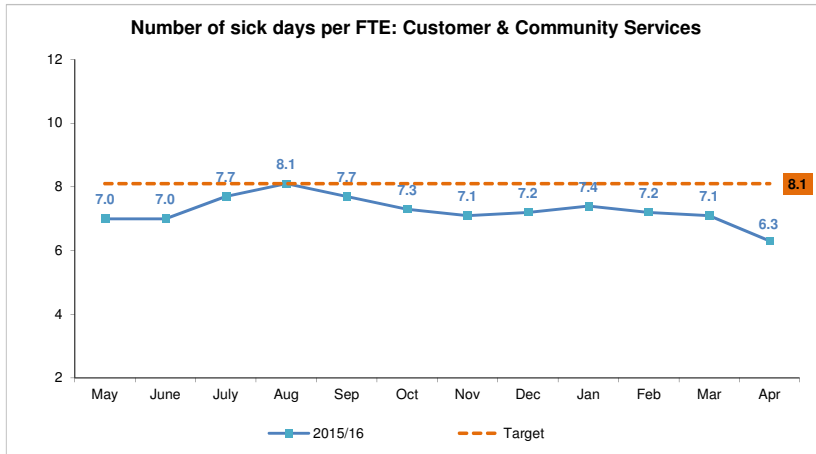
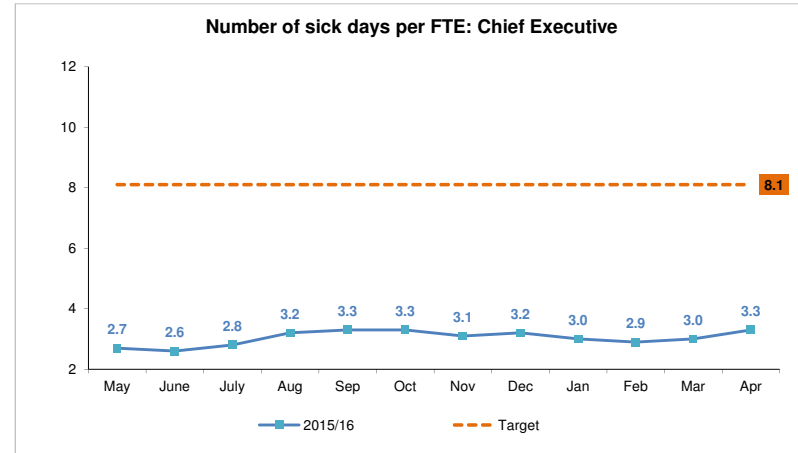
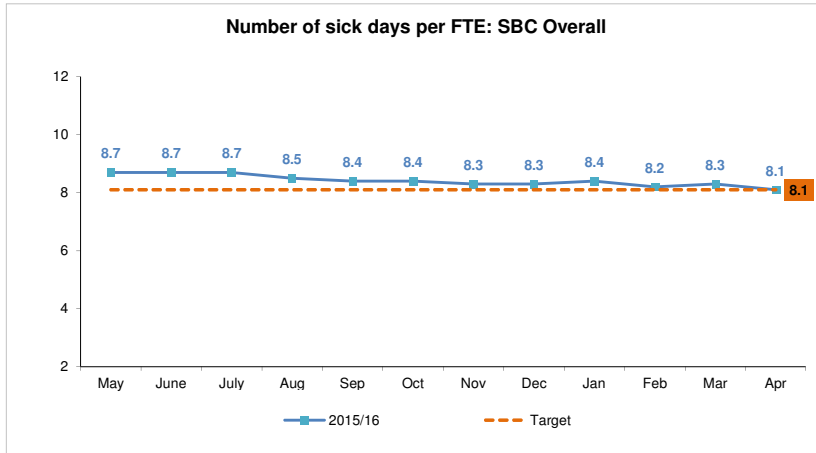
		Sick Days Per FTE												Travel between May 2016 and Jun 2016
Division		Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	
<b>Chief Executive (Target 8.1)</b>	Chief Executive	3.3	3.3	3.3	3.3	3.1	3.4	3.4	3.4	1.4	0.7	0.7	0.7	☐
	Strategy Pol & Comms	3.8	4.3	4.5	4.7	4.5	4.7	3.7	3.3	3.6	3.6	3.7	3.8	☐
	Professional Services	2.3	2.3	2.1	1.8	1.6	1.7	1.9	1.8	1.9	3.1	3.2	3.2	☐
	<b>Chief Executive</b>	<b>2.8</b>	<b>3.2</b>	<b>3.3</b>	<b>3.3</b>	<b>3.1</b>	<b>3.2</b>	<b>3.0</b>	<b>2.9</b>	<b>3.0</b>	<b>3.3</b>	<b>3.4</b>	<b>3.4</b>	☐
<b>Customer &amp; Community Services (Target 8.1)</b>	Community & Skills *	9.5	10.4	10.4	10.4	10.4	10.8	11.1	10.9	10.5	9.5	9.2	9.2	☐
	Enforcement & Regulation	5.2	4.8	3.7	2.8	2.5	2.4	2.6	2.4	2.9	2.6	2.6	3.0	☐
	Strategic Management	0.7	0.7	0.8	0.9	1.0	1.0	1.3	1.3	1.3	1.3	1.3	1.3	☐
	Procurement	0.6	0.6	0.7	1.0	1.0	1.1	1.1	1.2	1.2	1.2	1.2	0.9	☐
	<b>Customer &amp; Community Services</b>	<b>7.7</b>	<b>8.1</b>	<b>7.7</b>	<b>7.3</b>	<b>7.1</b>	<b>7.2</b>	<b>7.4</b>	<b>7.2</b>	<b>7.1</b>	<b>6.3</b>	<b>6.1</b>	<b>6.2</b>	☐
<b>Resources, Housing &amp; Regeneration (Target 8.1)</b>	Finance and Audit	1.5	1.1	1.1	1.1	1.0	0.6	0.3	0.4	0.1	0.1	0.1	0.1	☐
	Housing & Environment	14.6	14.0	13.5	13.1	12.7	12.5	12.7	12.7	12.8	13.2	13.5	14.0	☐
	Assets, Inf & Regeneration	7.7	7.1	6.4	5.8	5.3	4.6	4.0	3.8	3.7	3.1	3.1	3.0	☐
	Strategic Management	1.2	1.2	1.2	5.6	5.6	5.0	4.6	4.6	4.6	4.6	4.6	4.6	☐
	<b>Resources, Housing &amp; Regeneration</b>	<b>10.0</b>	<b>9.8</b>	<b>9.4</b>	<b>9.5</b>	<b>9.1</b>	<b>8.8</b>	<b>8.6</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.7</b>	<b>8.7</b>
<b>Wellbeing (Target 9.4)</b>	Early Yrs, Sch Srvs & Special Needs	11.4	11.4	13.3	12.9	14.7	14.1	14.3	13.8	12.1	11.8	11.5	10.8	☐
	Adult Social Care	10.1	9.1	9.0	8.7	8.6	8.8	9.2	9.5	9.6	9.5	9.8	9.5	☐
	Public Health	3.0	3.5	5.0	7.6	10.2	11.3	11.9	11.4	9.9	9.9	9.8	9.8	☐
	Strategic Management	66.0	66.0	65.5	65.0	62.5	61.5	59.0	49.0	38.0	30.7	18.0	8.0	☐
	<b>Wellbeing</b>	<b>9.3</b>	<b>9.0</b>	<b>9.4</b>	<b>9.5</b>	<b>9.5</b>	<b>9.7</b>	<b>10.2</b>	<b>10.2</b>	<b>10.3</b>	<b>10.2</b>	<b>10.2</b>	<b>9.9</b>	☐
<b>Slough Borough Council (Target 8.1)</b>		<b>8.7</b>	<b>8.5</b>	<b>8.4</b>	<b>8.4</b>	<b>8.3</b>	<b>8.3</b>	<b>8.4</b>	<b>8.2</b>	<b>8.3</b>	<b>8.1</b>	<b>8.1</b>	<b>8.0</b>	☐

Target Achieved
Target Not Achieved
Significant Cause For Concern

\* Community & Skills has been split into two sections (Learning & Community and Wellbeing & Community). Due to historic data being unavailable, the combined Community & Skills division is currently being shown.

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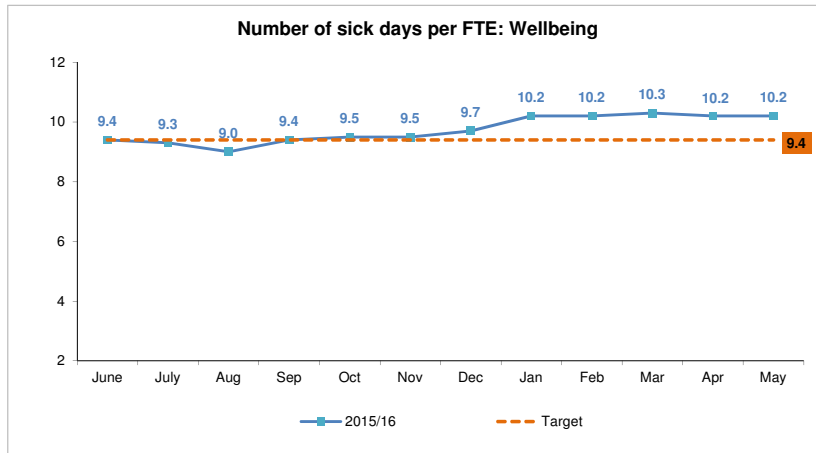
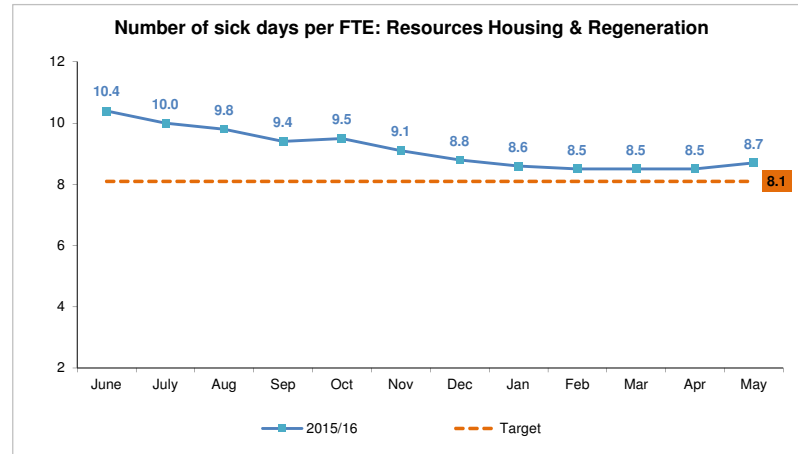
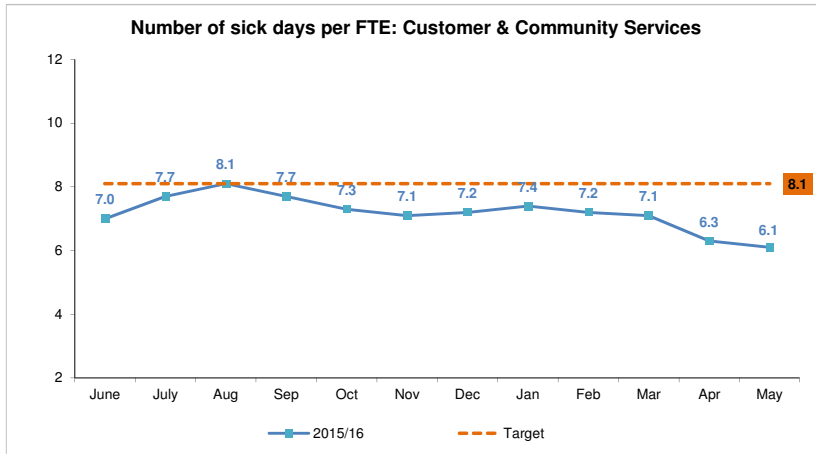
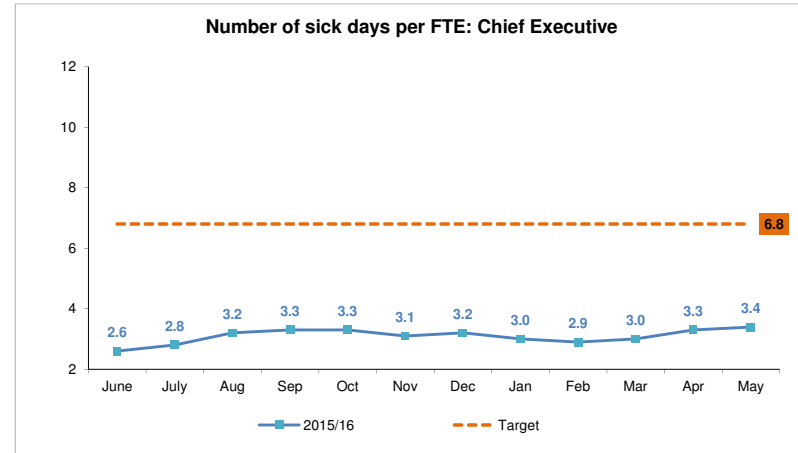
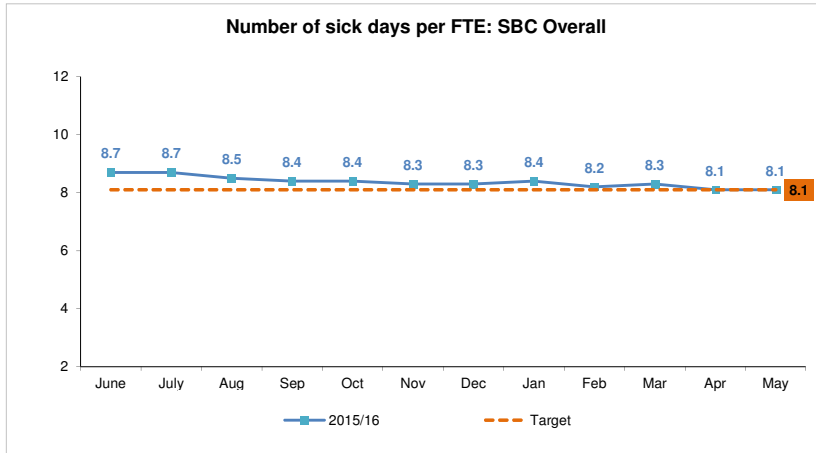
Sick Days Per FTE by Directorate: Rolling 12 Month May 2015 to April 2016



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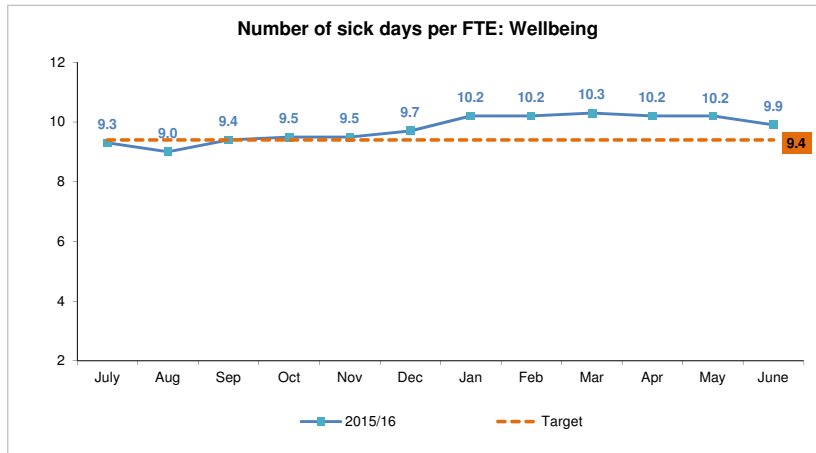
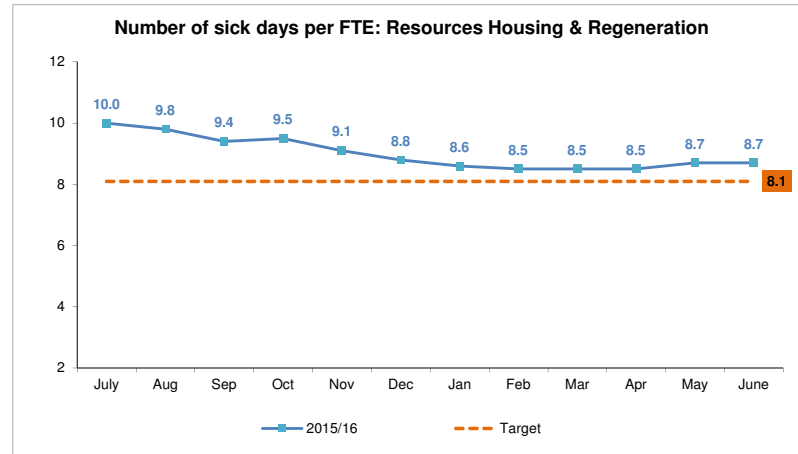
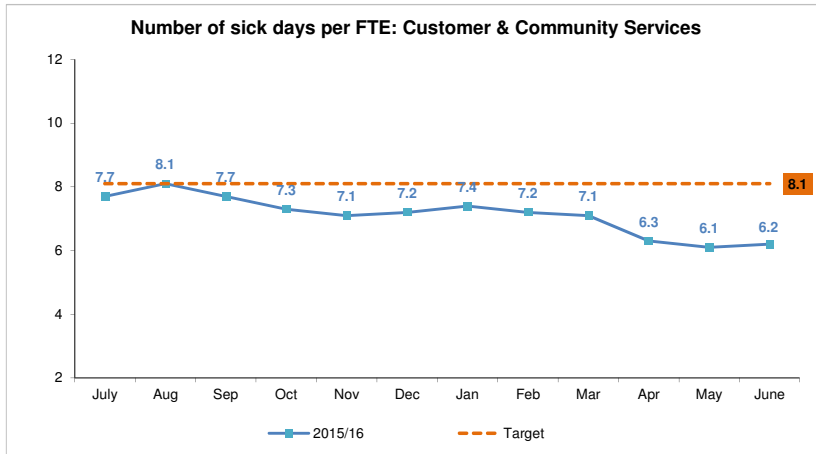
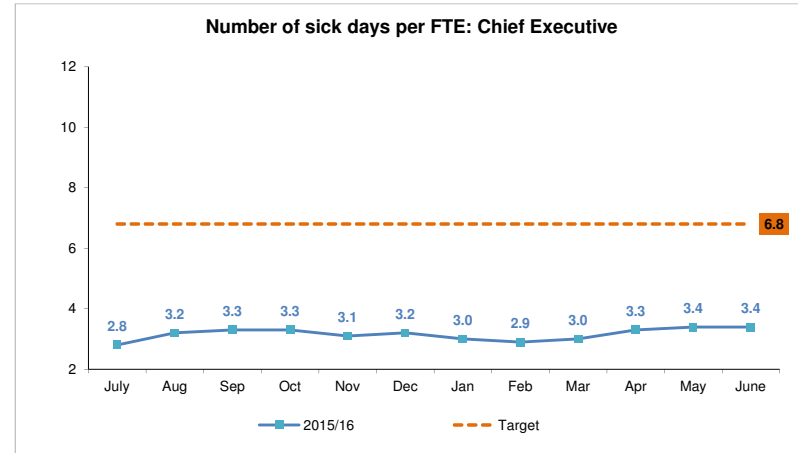
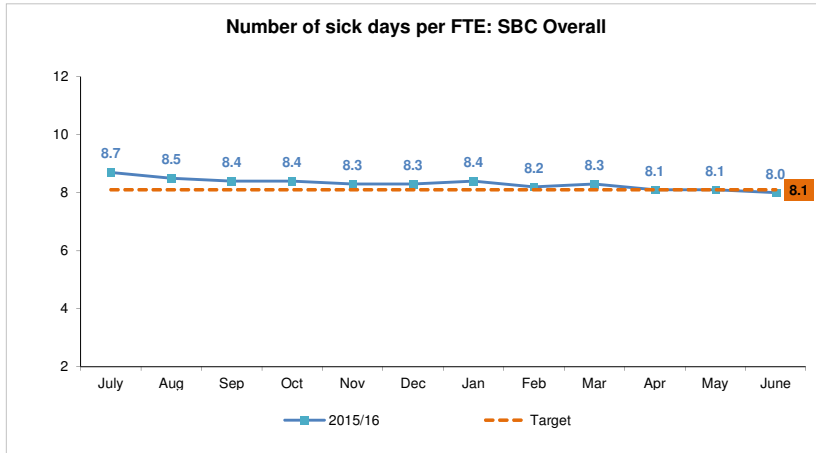


Sick Days Per FTE by Directorate: Rolling 12 Month June 2015 to May 2016



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Sick Days Per FTE by Directorate: Rolling 12 Month July 2015 to June 2016



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1. Number of Employees by Number of Days Sick between November 2015 to April 2016

2. Number of Employees Returned from Long Term Sickness and Currently on Long Term Sickness as at 30th April 2016

		1. Number of Days Sick between November 2015 and April 2016						2. Number of Employees by Long Term Sickness as at 30th April 2016		
		Number of Staff	Number of Employees 0 to 5 Days of Sickness	Percentage of Employees 0 to 5 Days of Sickness	Number of Employees 6 to 10 Days of Sickness	Number of Employees 11 to 15 Days of Sickness	Number of Employees 16 to 19 Days of Sickness	Number of Employees 20+ Days of Sickness	Long Term Sickness - Returned to Work	Number of Employees Currently on Long Term Sickness
<b>Chief Executive</b>	Chief Executive Office	2	1	50.0%	0	0	0	0	0	0
	Policy	19	7	36.8%	0	0	0	0	0	0
	Communications	9	3	33.3%	1	0	0	0	0	0
	Democratic Services	15	11	73.3%	0	0	0	0	0	0
	HR/OD Services	16	5	31.3%	0	1	0	0	0	0
	<b>Overall CE</b>	<b>61</b>	<b>27</b>	<b>44.3%</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Customer &amp; Community Services</b>	Learning & Community	118	13	11.0%	3	1	0	3	2	0
	Wellbeing & Community	55	19	34.5%	2	2	0	2	2	0
	Building Control & Planning	31	16	51.6%	0	0	0	0	0	0
	Consumer Protection & Business Compliance	42	11	26.2%	3	1	1	1	1	0
	Procurement	32	11	34.4%	1	0	0	2	2	0
	Legal Services	10	2	20.0%	0	0	0	0	0	0
	Strategic Management CCS	9	4	44.4%	0	0	0	0	0	0
	<b>Overall CCS</b>	<b>297</b>	<b>76</b>	<b>25.6%</b>	<b>9</b>	<b>4</b>	<b>1</b>	<b>8</b>	<b>7</b>	<b>0</b>
<b>Resources, Housing &amp; Regeneration</b>	Finance & Audit	27	3	11.1%	0	0	0	0	0	0
	Housing & Environment	120	41	34.2%	6	3	1	10	8	1
	Assets, Infrastructure & Regeneration	68	18	26.5%	1	0	0	0	0	0
	Strategic Management RHR	4	1	25.0%	0	0	1	0	0	0
	<b>Overall RHR</b>	<b>219</b>	<b>63</b>	<b>28.8%</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>10</b>	<b>8</b>	<b>1</b>
<b>Wellbeing</b>	Child YP & Family Service	35	5	14.3%	0	1	0	0	0	0
	Adult Social Care	216	69	31.9%	16	10	1	13	9	1
	Public Health	4	1	25.0%	0	0	0	1	1	0
	Strategic Management WB	1	0	0.0%	0	0	0	0	0	0
	<b>Overall WB</b>	<b>256</b>	<b>75</b>	<b>29.3%</b>	<b>16</b>	<b>11</b>	<b>1</b>	<b>14</b>	<b>10</b>	<b>1</b>
<b>SBC Overall</b>		<b>833</b>	<b>241</b>	<b>28.9%</b>	<b>33</b>	<b>19</b>	<b>4</b>	<b>32</b>	<b>25</b>	<b>2</b>

Long Term Sickness defined as 20 or more consecutive days of sickness

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1. Number of Employees by Number of Days Sick between December 2015 to May 2016

2. Number of Employees Returned from Long Term Sickness and Currently on Long Term Sickness as at 31st May 2016

		1. Number of Days Sick between December 2015 and May 2016						2. Number of Employees by Long Term Sickness as at 31st May 2016		
		Number of Staff	Number of Employees 0 to 5 Days of Sickness	Percentage of Employees 0 to 5 Days of Sickness	Number of Employees 6 to 10 Days of Sickness	Number of Employees 11 to 15 Days of Sickness	Number of Employees 16 to 19 Days of Sickness	Number of Employees 20+ Days of Sickness	Long Term Sickness - Returned to Work	Number of Employees Currently on Long Term Sickness
<b>Chief Executive</b>	Chief Executive Office	2	0	0.0%	0	0	0	0	0	0
	Policy	19	7	36.8%	0	0	0	0	0	0
	Communications	9	3	33.3%	1	0	0	0	0	0
	Democratic Services	15	11	73.3%	0	0	0	0	0	0
	HR/OD Services	17	5	29.4%	0	1	0	0	0	0
	<b>Overall CE</b>	<b>62</b>	<b>26</b>	<b>41.9%</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Customer &amp; Community Services</b>	Learning & Community	118	14	11.9%	3	1	0	3	2	0
	Wellbeing & Community	54	22	40.7%	2	1	1	2	2	0
	Building Control & Planning	31	15	48.4%	0	0	0	0	0	0
	Consumer Protection & Business Compliance	42	7	16.7%	3	1	1	1	1	0
	Procurement	32	9	28.1%	1	0	0	2	2	0
	Legal Services	10	2	20.0%	0	0	0	0	0	0
	Strategic Management CCS	9	4	44.4%	0	0	0	0	0	0
	<b>Overall CCS</b>	<b>296</b>	<b>73</b>	<b>24.7%</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>8</b>	<b>7</b>	<b>0</b>
<b>Resources, Housing &amp; Regeneration</b>	Finance & Audit	27	3	11.1%	0	0	0	0	0	0
	Housing & Environment	120	36	30.0%	6	2	0	12	8	1
	Assets, Infrastructure & Regeneration	68	16	23.5%	1	0	0	0	0	0
	Strategic Management RHR	4	1	25.0%	0	0	0	0	0	0
	<b>Overall RHR</b>	<b>219</b>	<b>56</b>	<b>25.6%</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>12</b>	<b>8</b>	<b>1</b>
<b>Wellbeing</b>	Early Yrs, Sch Srvs & Special Needs	36	4	11.1%	0	0	0	0	0	0
	Adult Social Care	214	67	31.3%	18	7	2	14	10	1
	Public Health	4	0	0.0%	1	0	0	1	1	0
	Strategic Management WB	1	0	0.0%	0	0	0	0	0	0
	<b>Overall WB</b>	<b>255</b>	<b>71</b>	<b>27.8%</b>	<b>19</b>	<b>7</b>	<b>2</b>	<b>15</b>	<b>11</b>	<b>1</b>
<b>SBC Overall</b>		<b>832</b>	<b>226</b>	<b>27.2%</b>	<b>36</b>	<b>13</b>	<b>4</b>	<b>35</b>	<b>26</b>	<b>2</b>

Long Term Sickness defined as 20 or more consecutive days of sickness

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1. Number of Employees by Number of Days Sick between January 2016 to June 2016

2. Number of Employees Returned from Long Term Sickness and Currently on Long Term Sickness as at 30th June 2016

		1. Number of Days Sick between January 2016 and June 2016						2. Number of Employees by Long Term Sickness as at 30th June 2016		
		Number of Staff	Number of Employees 0 to 5 Days of Sickness	Percentage of Employees 0 to 5 Days of Sickness	Number of Employees 6 to 10 Days of Sickness	Number of Employees 11 to 15 Days of Sickness	Number of Employees 16 to 19 Days of Sickness	Number of Employees 20+ Days of Sickness	Long Term Sickness - Returned to Work	Number of Employees Currently on Long Term Sickness
<b>Chief Executive</b>	Chief Executive Office	2	0	0.0%	0	0	0	0	0	0
	Policy	18	4	22.2%	1	0	0	0	0	0
	Communications	9	4	44.4%	0	0	0	0	0	0
	Democratic Services	15	9	60.0%	0	0	0	0	0	0
	HR/OD Services	18	6	33.3%	0	0	0	0	0	0
	<b>Overall CE</b>	<b>62</b>	<b>23</b>	<b>37.1%</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Customer &amp; Community Services</b>	Learning & Community	117	14	12.0%	2	1	1	5	3	1
	Wellbeing & Community	54	23	42.6%	4	2	1	0	0	0
	Building Control & Planning	32	12	37.5%	0	0	1	0	0	0
	Consumer Protection & Business Compliance	42	12	28.6%	3	1	0	0	0	0
	Procurement	35	11	31.4%	1	0	1	1	1	0
	Legal Services	9	1	11.1%	0	0	0	0	0	0
	Strategic Management CCS	9	4	44.4%	0	0	0	0	0	0
	<b>Overall CCS</b>	<b>298</b>	<b>77</b>	<b>25.8%</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>1</b>
<b>Resources, Housing &amp; Regeneration</b>	Finance & Audit	27	3	11.1%	0	0	0	0	0	0
	Housing & Environment	117	37	31.6%	4	3	2	11	5	4
	Assets, Infrastructure & Regeneration	69	16	23.2%	2	1	0	0	0	0
	Strategic Management RHR	4	0	0.0%	0	0	0	0	0	0
	<b>Overall RHR</b>	<b>217</b>	<b>56</b>	<b>25.8%</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>11</b>	<b>5</b>	<b>4</b>
<b>Wellbeing</b>	Early Yrs, Sch Srvs & Special Needs	35	1	2.9%	0	0	0	0	0	0
	Adult Social Care	212	66	31.1%	19	5	1	14	9	0
	Public Health	4	0	0.0%	1	0	0	1	1	0
	Strategic Management WB	1	0	0.0%	0	0	0	0	0	0
	<b>Overall WB</b>	<b>252</b>	<b>67</b>	<b>26.6%</b>	<b>20</b>	<b>5</b>	<b>1</b>	<b>15</b>	<b>10</b>	<b>0</b>
<b>SBC Overall</b>		<b>829</b>	<b>223</b>	<b>26.9%</b>	<b>37</b>	<b>13</b>	<b>7</b>	<b>32</b>	<b>19</b>	<b>5</b>

Long Term Sickness defined as 20 or more consecutive days of sickness

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**MEMBERS' ATTENDANCE RECORD 2016/2017**

**EMPLOYMENT AND APPEALS COMMITTEE**

<b>COUNCILLOR</b>	<b>21/06/15</b>	<b>25/10/15</b>	<b>26/01/16</b>	<b>12/04/16</b>
<b>Usmani</b>	P			
<b>N Holledge</b>	P			
<b>M Holledge</b>	P			
<b>Bedi</b>	P			
<b>Brooker</b>	P			
<b>Chahal</b>	Ap			
<b>Davis</b>	P			
<b>R S Sandhu</b>	Ab			
<b>Sharif</b>	P			

P = Present for whole meeting  
 Ap = Apologies given

P\* = Present for part of meeting  
 Ab = Absent, no apologies given

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