

Date of issue: 25th June 2012

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Sharif (Chair), Plenty, Aujla, S Chaudhry, Chohan, Coad, A S Dhaliwal, S K Dhaliwal and Sandhu)
DATE AND TIME:	THURSDAY, 28TH JUNE, 2012 AT 6.30 PM
VENUE:	MEETING ROOM 2, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK 01753 875011

SUPPLEMENTARY PAPERS

The following Papers have been added to the agenda for the above meeting:-

Items 4, 5 and 6 were not available for publication with the rest of the agenda.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
4.	Workforce Strategy	1 - 4	
5.	Wellbeing Strategy	5 - 10	
6.	Management Information on the Workforce - HR Indicators - January 2012 to March 2012	11 - 16	

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 28th June 2012

CONTACT OFFICER: Kevin Gordon Assistant Director Professional Services
(For all enquiries) (01753) 875213

WARD(S): All

WORKFORCE STRATGY

1 Purpose of Report

1.1 This report discusses key elements of the Councils Workforce Strategy and the planned programme of work. Information is provided to brief members on the main items, seek views and determine methods for reporting progress at future Employment & Appeals Committee.

2 Recommendation(s)/Proposed Action

The Committee is requested to Resolve that the report be noted.

3 Supporting Information

3.1 The Council had identified a need to develop a Workforce and Organisational Development Strategy to ensure that a vision and mechanisms are in place to develop the current and future workforce to meet future service delivery needs. The Strategy has been based on the national workforce strategy for local government, 'Delivering through People'. The key elements of the strategy have been developed, through discussion and consultation, which aims to reflect the specific challenges and opportunities for Slough over the next 2-5 years.

3.2 The focus of this strategy is on employability. This means we will aim to attract people with the best skills, competencies and behaviours to help the Council succeed in the current climate and situation; accepting that this will be different from year to year and will require a far greater reliance on mixed-economy solutions. The central theme of this Strategy is flexibility. We aim to develop and retain a workforce that is agile, able to change quickly and positively to respond to new challenges and opportunities as they arise. This means removing much of the traditional bureaucracy that we have historically found in local government and focussing on securing and rewarding a workforce that is motivated to deliver the objectives of the Council for the good of our borough.

4. Themes in the Strategy

4.1 Development of Commercial and Entrepreneurial skills and abilities

4.2 To meet the challenges of doing 'more with less' we require a workforce with commercial skill and entrepreneurial ideas and drive. These skills are also necessary because of the different ways in which the council now delivers some of its services i.e; partnership, commissioning, contracting and shared services.

Theme Objectives	Examples of the Actions
<p>Improve Commercial and Entrepreneurial capability in the Council</p> <p>Develop role of Intelligent Customer</p>	<p>Carry out review of Learning and Development approaches to skills and abilities in this area</p> <p>Deliver series of inspirational master classes on entrepreneurial & commercial achievements that have improved Council services.</p> <p>Implement new competencies framework into new all new jobs and append to existing.</p>

4.3 Take action to Recruit and Retain the right workforce.

4.4 Planning future requirements is important to ensure we have the right balance of skills and capability in the future. As the council has reduced the overall numbers of staff employed, there is an increased need to focus on retaining the right people with the right skills and attitudes needed to achieve our ambitions.

Theme Objectives	Examples of the Actions
<p>Address all critical gaps in the workforce</p>	<p>Guidance developed to support managers carrying out rudimentary workforce analysis when completing service plans.</p> <p>Each service area to undertake workforce analysis using the workforce planning decision tool. (Equalities Measure)</p>

4.5 Reward and Engagement

4.6 The new financial situation means that the focus on pay and reward reform has shifted to long-term cost control and reduction with some difficult choices becoming inevitable. The broad aim must be for total reward package including pension, annual leave and employee engagement to recruit, retain and motivate the best people and provide a focus on the council's priority outcomes.

Theme Objectives	Examples of the Actions
<p>Improve retention of staff in key areas</p> <p>Improve level of staff engagement and in some areas motivation and productivity</p>	<p>Review current approaches to staff recognition consider;</p> <ul style="list-style-type: none"> • Employee of the month type schemes • Secondment and Acting up opportunities • Future leaders cadre (Equalities measure) • Develop reciprocal arrangements with other LA's • Recognition Events

	<p>Promote existing staff benefits more comprehensively.</p> <p>Review approaches taken in other authorities to staff reward and engagement.</p> <p>Ensure Performance Management course covers reward and engagement.</p> <p>Review link between incremental pay and performance in the future.</p>
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4.7 Improve overall Staff Wellbeing and reduce sickness

4.8 The wellbeing strategy will works in tandem with a targeted programme to reduce sickness absence. The approach includes initiatives to increase overall employees health by participation in sport, exercise, smoking cessation e.t.c

Theme Objectives	Examples of the Actions
<p>Reduce council sickness rate to below 10 days a year.</p> <p>Improve overall health and wellbeing of council employees</p>	<p>Improve timeliness of Occupational Health referral to ensure employees are supported at early stages of ill health.</p> <p>Increase access to exercise and fitness opportunities.</p> <p>Increase take up of smoking cessation programme by publicising service.</p> <p>Review council sickness absence policy to ensure it reflects contemporary practice</p> <p>Work with council catering contractor to improve awareness and access to healthy eating choices.</p>

4.9 Improve Leadership skills across the Council

4.10 Fostering leadership behaviours at all levels is even more important given the resourcing challenges facing councils. Encouraging and developing leadership skills at all levels also helps to develop the next generation of senior managers

Theme Objectives	Examples of the Actions
<p>Managers understand their role in applying management process and policies</p> <p>Managers develop core skills and are confident in their approach to managing others.</p>	<p>Implement performance management element of Leadership Development Programme</p> <p>Develop management scorecard measures to track effectiveness of improved Performance Management.</p>

<p>Management systems and processes are accessible</p> <p>Culture of accountability and responsibility modelled throughout the organisation.</p>	<p>Publish Managers Charter of accountability including desired behaviours and management tasks.</p>
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4.11 Introduce robust employee management systems and information

4.12 Effective and accurate system that help record and monitor workforce issues are crucial to plan, manage and evaluate improvement. Through its relationship with Arvato the council is planning to introduce a new Human Resource Management System. This provide an opportunity to improve and rationalise the processes that support employee management, as well as improving overall accuracy and timeliness of information.

Theme Objectives	Examples of the Actions
<p>Ensure employee information is available to all managers in real time.</p> <p>Council Establishment is accurate and supports reporting across the all employee dimensions.</p>	<p>Specification of how the council will use the system to support improvement in the following areas;</p> <ul style="list-style-type: none"> • Sickness absence monitoring and triggers • Appraisal completion in line competences and corporate values • Establishment control and vacancy management • Learning and Development including self booking and individual record • Annual Leave administration

4 Appendices Attached

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 28th June 2012

CONTACT OFFICER: Kevin Gordon Assistant Director Professional Services
(For all enquiries) (01753) 875213

WARD(S): All

WELLBEING STRATGY

1 **Purpose of Report**

This report discusses the work currently underway to improve overall staff wellbeing and reduce employee absenteeism.

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

The Committee is requested to Resolve that the contents of the report be noted.

3 **Supporting Information**

- 3.1 The Council is committed to providing a working environment and management practices that promote good health and wellbeing of all its employees thus reducing the occurrence of absence and related costs.
- 3.2 Good health and wellbeing, visible through low levels of sickness, can help, not only to improve an individual's quality of life, but can also play a pivotal role in increasing employees' levels of motivation and engagement.
- 3.3 It is inevitable that people become ill and will sometimes need to take time away from work, but the Council rightly expects a high level of attendance from its employees and needs to be in a position to support that. High sickness absence levels can lead to reductions in service delivery and effectiveness, increased costs and undue pressure on colleagues, all of which are untenable in the current climate. The high sickness absence levels across the organisation have been a cause for concern for some time, with a high number of days taken off sick per employee each year.
- 3.4 The Council had identified a need to improve the overall level of wellbeing amongst its employees. In order to formulate strategies that address employee wellbeing and non-attendance, it is important to understand some of the underlying factors. Causes of absence can be viewed as four distinct areas outlined in the table below ;

<p>Health and lifestyle factors</p> <p>Genuine illness/poor health Smoking Excessive use of alcohol Lack of exercise Body weight</p>	<p>Workplace factors</p> <p>Working patterns Health and safety concerns Travel times Excessive hours Safe place of work</p>
<p>Attitudinal and stress factors</p> <p>Job satisfaction Career satisfaction Intention to leave Organisational commitment Stress Absence 'culture'</p>	<p>Domestic and relationship factors</p> <p>Number of children under 16 Lack of flexible working arrangements Caring responsibilities Financial worries</p>

3.5 Specific action to address some of these will be incorporated into the Councils overall Wellbeing Strategy to include

- Improve timeliness of Occupational Health referral to ensure employees are supported at early stages of ill health.
- Increase access to exercise and fitness opportunities.
- Increase take up of smoking cessation programme by publicising service.
- Review council sickness absence policy to ensure it reflects contemporary practice
- Work with council catering contractor to improve awareness and access to healthy eating choices.

4. Managing the Implementation of the Wellbeing Strategy

4.1 A project team drawn from across the council and its staff side representatives has already met and commenced work upon the initiatives, the terms of reference for this group are attached as an appendix to this report.

5. Role of Employment & Appeals Committee

- 5.1 Members of the Employment & Appeals Committee have an important role in ensuring the Strategy is successful. Members have a number of methods to monitor progress and provide challenge. Management information is provided on the number of sickness days in a quarter profiled by directorate, salary and absence type. Members will also receive updates on the specific activity required to implement the strategy, including amendments and improvements to Council Policy which they will need to agree.
- 5.2 Timetable of Significant actions in line with Employment & Appeals Committee dates

20 th September 2012 Meeting	Update on increase in staff lifestyle and exercise activity. Review of new Occupational Health contract implementation. Proposed Changes to Sickness Absence Policy, following consultation with trade union.
24 th January 2013 Meeting	Staff Lifestyle screening report Smoking Cessation Update and Council Smoking Policy
April 3 rd 2013 Meeting	Review of Sickness Absence Policy Implementation

Appendix 1: Wellbeing Project Group

Authors: Harminder Bassi / Sarah Cargin

Date: 6th June 2012

Version 1

Purpose

This document describes the terms of reference, membership and methods of communication for the Slough Borough Council Wellbeing Project Group.

Background

There is clear evidence to demonstrate that improved physical and mental health and wellbeing leads to decreased absenteeism and encourages staff to attend work, in addition to improve morale, productivity and quality of life.

Slough Borough Council is keen to deliver a holistic approach to health and wellbeing and therefore the establishment of the Wellbeing Project Group is critical to assist in providing an environment where employees want to come to work and improve their physical and work life balance.

Terms of Reference

1. To agree new approaches for supporting staff that ensure high levels of overall employee wellbeing
2. To develop new approaches to supporting attendance management
3. To ensure managers are properly trained and equipped to support staff
4. To analyse levels of wellbeing across the council to identify trends or areas of particular need
5. To make proposals for other measures to incentivise attendance

Membership

Sarah Cargin – HR Project Co-ordinator	Daryl Reading – Wellbeing Representative
Harminder Bassi – HR Project Co-ordinator	Sue Binfield – Communications
Kevin Gordon – Assistant Director (Professional Services)	Robin Pringle – Health and Safety Representative
Julie Bell – HR Business Partner	David Warren – UNISON
Alison Hibbert – Customer and Communities Rep	Peter Thomas – UNITE
Dympna Sanders – Customer and Communities Rep	Carolyn Cotterall - GMB
Sanjay Dhuna – Customer and Communities Rep	
Wesley McCarthy – Customer and Communities Rep	
Alex Deans – Resources & Regeneration Rep	
Mandeep Bhogul – Housing Representative	
Donna Briggs – Education and Children Services	

Karen Ehret – Education and Children Services	
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Frequency of Meetings

It is expected the Wellbeing Project Group will meet monthly for the first 3 - 6 months of the project. Subsequently, the regularity of the meetings will be reviewed.

Methods of Communication

In addition to regular group meetings, the Assistant Director of Professional Services will provide updates to Corporate and Directorate meetings and Member Meeting (e.g. Employment & Appeals Committee, Corporate Consultative Forum and Departmental Consultative Forums).

The nominated managers will also keep their teams up to date on a regular basis of any progress.

The Corporate Communications Team will ensure that a Communication Strategy is agreed to ensure that any activities agreed by the Project Group are advertised promptly and that appropriate messages are being sent to all staff. In addition the Communications Team will establish and maintain any links onto the SBC Insite, which will incorporate all appropriate materials.

Project Group minutes and other related documentation will be sent to all members of the project group for reference.

Theme Objectives	Examples of the Actions
<p>Reduce council sickness rate to below 10 days a year.</p> <p>Improve overall health and wellbeing of council employees</p>	<p>Improve timeliness of Occupational Health referral to ensure employees are supported at early stages of ill health.</p> <p>Increase access to exercise and fitness opportunities.</p> <p>Increase take up of smoking cessation programme by publicising service.</p> <p>Review council sickness absence policy to ensure it reflects contemporary practice</p> <p>Work with council catering contractor to improve awareness and access to healthy eating choices.</p>

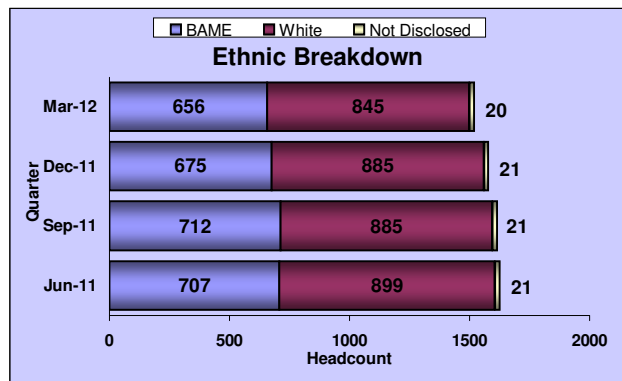
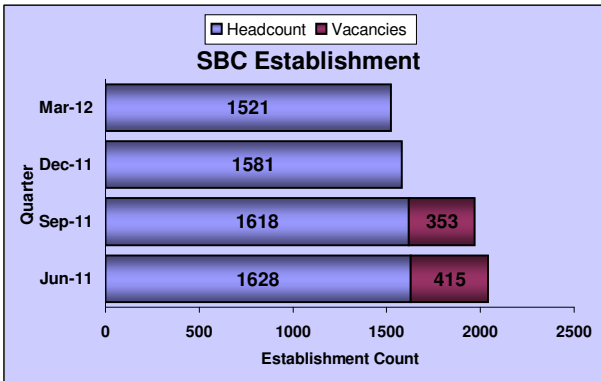
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HR Indicators - January 2012 to March 2012

Workforce Profile as at 31st March 2012

Headcount	1521	FTE*	1286.9	BAME**	43.1%	Non BAME	55.6%	Disability	6.2%
Female	70.6%	Male	29.4%	Vacancies		Vacancies		Vacancy	
				Headcount	307	FTE	269.5	%	16.8%

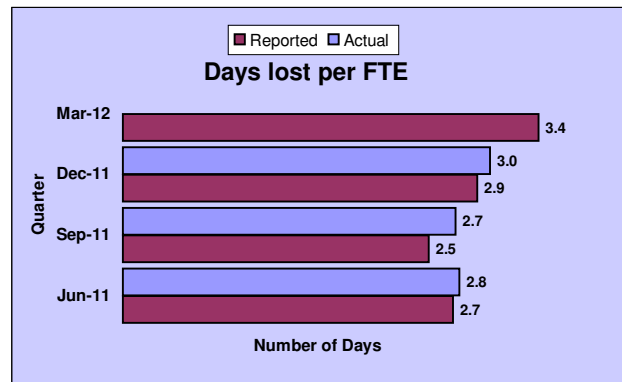
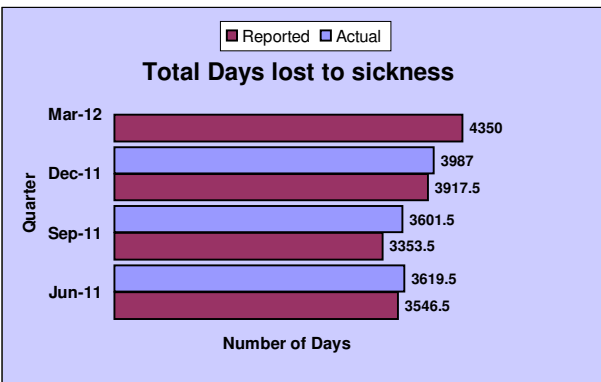
*FTE = Full Time Equivalent **BAME = Black and Minority Ethnic Groups



In-depth analysis on page 4

Sickness Overview

Number of days lost in quarter	4350	Days lost per FTE	3.4	Cost of sickness	£363,785
		Target days per FTE	<10.0	FTE Projection 11/12	11.5

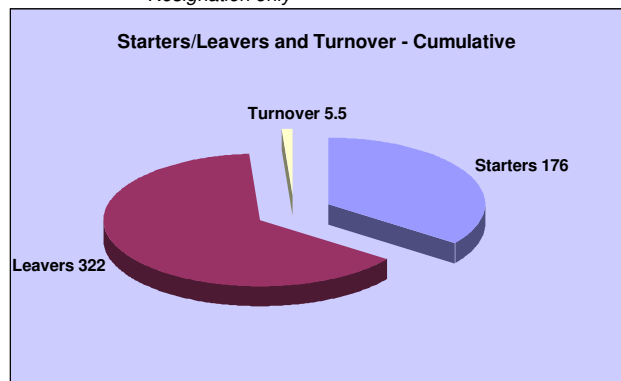
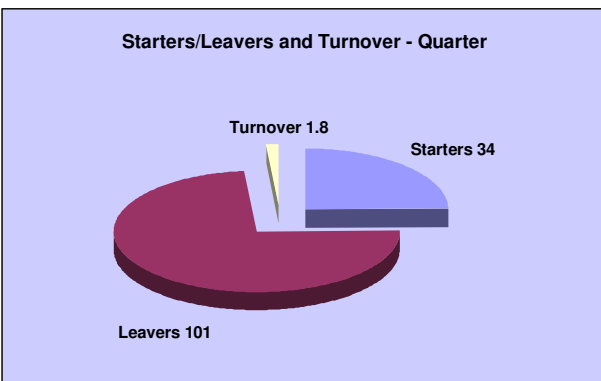


In-depth analysis on page 2

Turnover Overview

No of leavers in quarter	101	Number of starters in quarter	34	Turnover rate*	1.8
				Projection 11/12*	5.5

*Resignation only

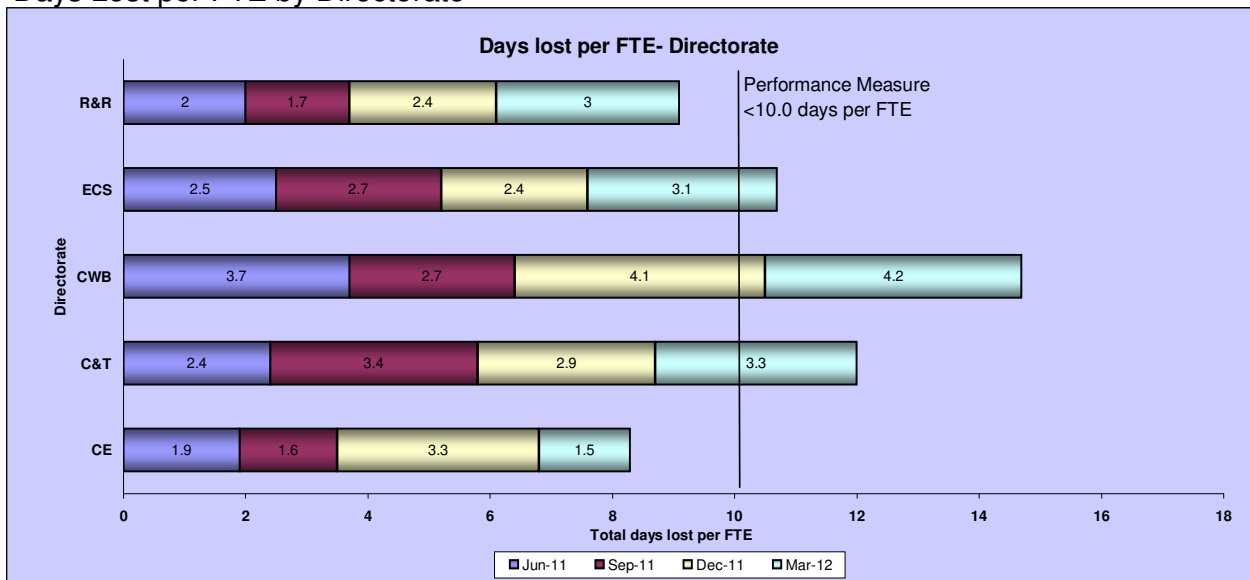


In-depth analysis on page 5

Sickness - In-depth Analysis (January - March 2012)

Directorate	Headcount	FTE	% of Workforce	Days Lost due to sickness	% of total days Lost	Days lost per FTE	Salary Cost of sickness
Chief Executive	24	23.0	1.8%	35.0	0.8%	1.5	£4,052
Community & Wellbeing	484	366.9	28.5%	1556.0	35.8%	4.2	£114,258
Customer & Transactional	208	191.2	14.9%	621.5	14.3%	3.3	£53,961
Education & Children's Services	456	387.5	30.1%	1183.0	27.2%	3.1	£96,343
Resources & Regeneration	349	318.3	24.7%	954.5	21.9%	3.0	£95,169
TOTAL (January-March)	1521	1286.9	100%	4350.0	100.0%	3.4	£363,785
TOTAL (October-December 11/12)	1581	1332.8	-	3917.5	-	2.9	£328,035
TOTAL (January-March 10/11)	1671	1347.9	-	3874.0	-	2.9	£335,587

Days Lost per FTE by Directorate

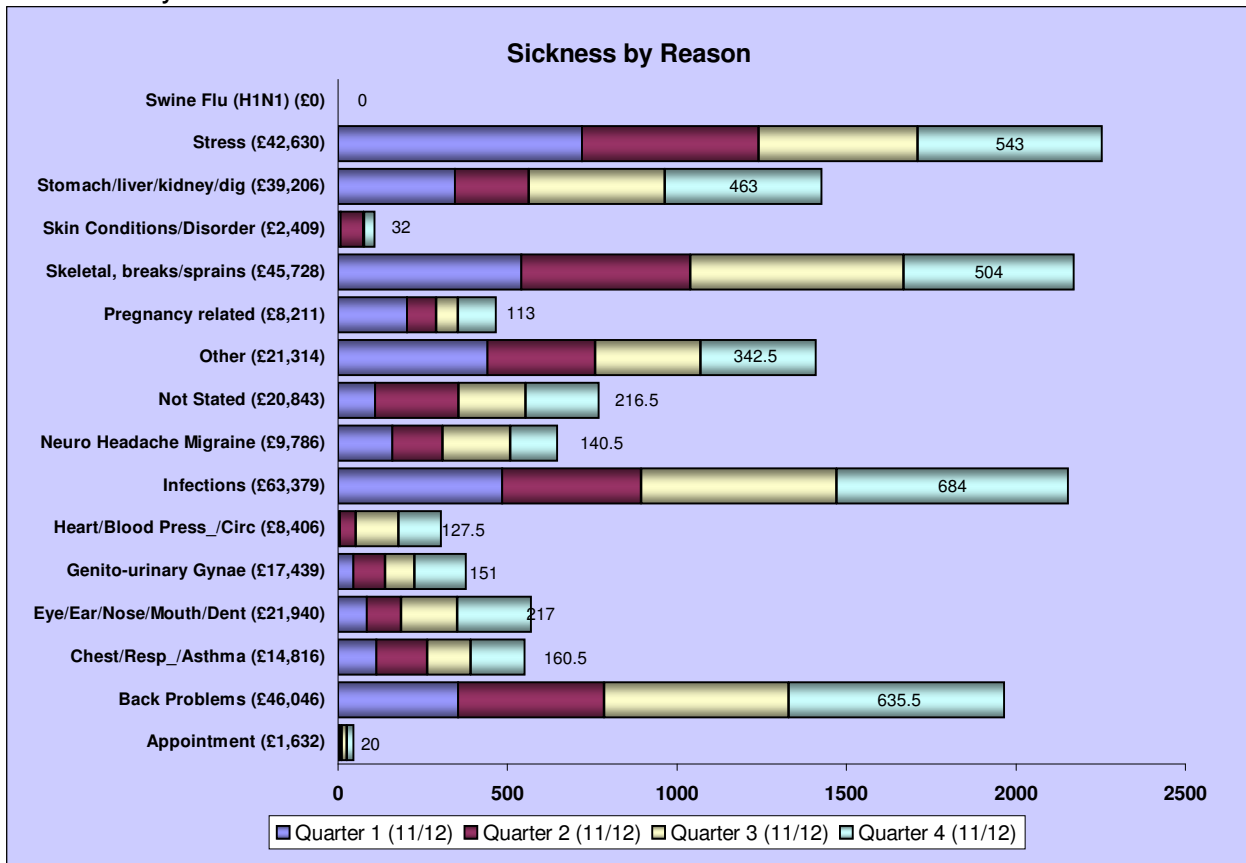


Sickness by Salary Band

Salary Band (Actual)	No of staff in post	% of headcount	Total Days Lost	% days lost
<£15,000	320	21.0%	1199	27.6%
£15,000 to £19,999	265	17.4%	849	19.5%
£20,000 to £24,999	276	18.1%	839	19.3%
£25,000 to £29,999	222	14.6%	697.5	16.0%
£30,000 to £34,999	208	13.7%	450.5	10.4%
£35,000 to £39,999	114	7.5%	103	2.4%
£40,000 to £44,999	45	3.0%	103.5	2.4%
£45,000+	71	4.7%	108.5	2.5%

Sickness - In-depth Analysis (January - March 2012)

Sickness by Reason



Long Term Sickness Absence

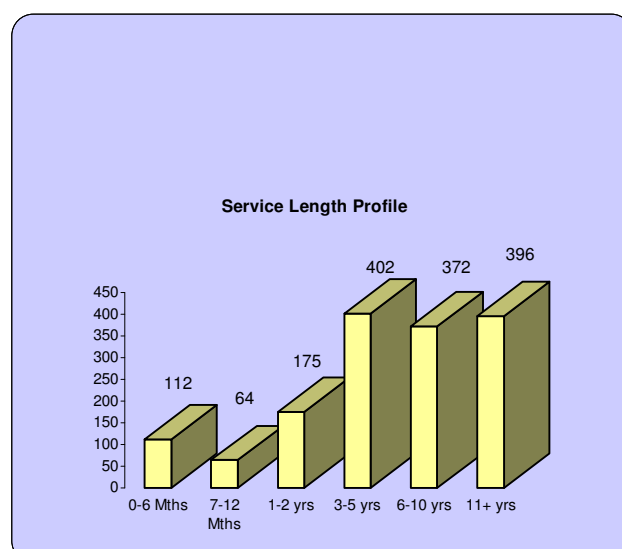
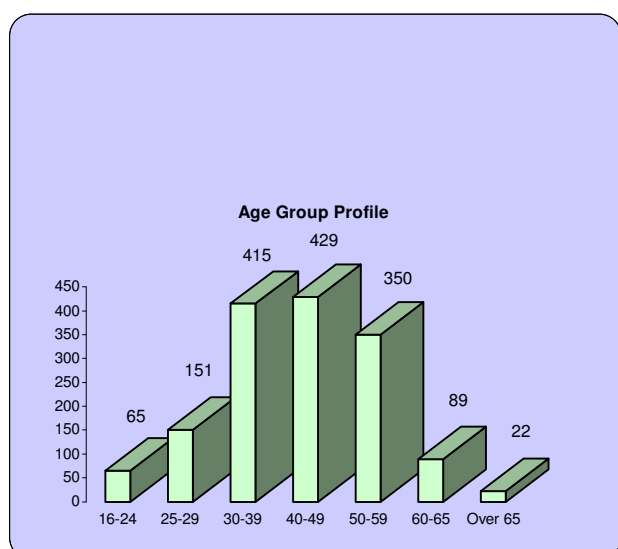
Continuous Absence in quarter of:-	One Month	2 Months	3 Months	TOTAL Long Term Sickness Absence
	20-39 working days	40-59 working days	60 working days+	
Total number of Staff	31	10	9	50
Total number of Days	849.5	465	634	1948.5
Total Cost	£70,000	£23,733	£44,448	£138,181

Workforce Profile - Ethnicity, Disability, Gender, Age Group & Service Length

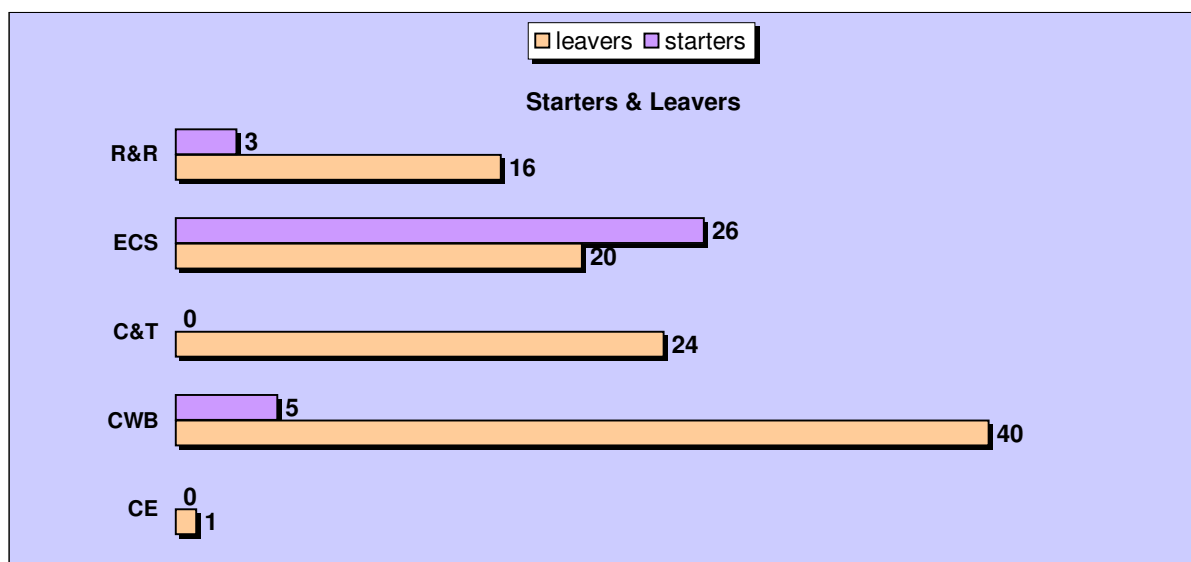
Profile as at 31st March 2012

Total Workforce (excluding schools)

Ethnicity Breakdown	31-Mar-12		Slough Census Comparator	Gender		Disability	
	Total	%		Male	Female	Yes	No
White		55.6	63.7 (-8.1)				
British	736	48.4	58.3 (-9.9)	219	517	62	651
Irish	24	1.6	2.1 (-0.5)	9	15	3	20
Any Other White Background	85	5.6	3.3 (+2.3)	26	59	4	80
Mixed		2.6	2.3 (+0.3)				
White & Black Caribbean	17	1.1	0.9 (+0.2)	5	12	2	14
White & Black African	5	0.3	0.2 (+0.1)	3	2	0	5
White & Asian	9	0.6	0.7 (-0.1)	1	8	0	9
Any Other Mixed Background	8	0.5	0.5 (0.0)	1	7	0	8
Asian or Asian British		29.3	27.9 (+1.4)				
Indian	214	14.1	14.0 (-0.1)	54	160	2	204
Pakistani	167	11.0	12.1 (-1.1)	47	120	9	152
Bangladeshi	4	0.3	0.1 (+0.2)	0	4	0	4
Sikh	29	1.9	N/A	7	22	2	26
Any Other Asian Background	31	2.0	1.7 (+0.3)	10	21	2	29
Black or Black British		10.3	5.1 (+5.2)				
Caribbean	62	4.1	2.9 (+1.2)	20	42	1	57
African	81	5.3	1.9 (+3.4)	31	50	3	74
Any Other Black Background	13	0.9	0.2 (+0.7)	2	11	0	12
Chinese or Other ethnic Group		1.1	1.0 (+0.1)				
Chinese	9	0.6	0.3 (+0.3)	3	6	0	9
Other Ethnic Group	7	0.5	0.7 (-0.2)	1	6	2	5
Non Disclosure	20	1.3		8	12	2	10
Blanks	0	0.0		0	0	0	0
Ethnic Minority employees (Headcount)	656	43.1		193	483	23	608
Total Headcount	1521			447	1074	94	1369



Starters & Leavers - January to March 2012



Termination Reason

Termination Reason	Total
Resigned	27
Retirement (Ill Health, Early, Age)	2
Redundancy (Compulsory, Voluntary)	51
Dismissed	0

Termination Reason	Total
Compromise Agreement	3
Death In Service	0
End of Contract	14
Other	4

Reasons for Leaving



Workforce by Directorate & Vacancy Level - March 2012

Directorate	FTE	Full Time	Part Time	Vacancy Level (posts)	Number of Agency staff
Chief Executive	0.0	0.0	0.0	0	1
Community & Wellbeing	81.7	69.0	19.0	94	55
Customer & Transactional	12.2	10.0	3.0	13	17
Education & Children's Services*	125.0	86.0	63.0	149	107
Resources & Regeneration	50.6	50.0	1.0	51	46
TOTAL	269.5	215.0	86.0	307	226

*Please note figures quoted are estimates only. Further work is being undertaken by HR in conjunction with Service Managers and Finance to ratify figures/vacancies.

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