

Date of issue: 28th March 2014

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Rasib (Chair), Plenty, Brooker, Chohan, Coad, Davis, A S Dhaliwal, S K Dhaliwal and Sharif)
DATE AND TIME:	MONDAY, 7TH APRIL, 2014 AT 6.30 PM
VENUE:	MEETING ROOM 2, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	GREG O'BRIEN 01753 875013

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

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

CONSTITUTIONAL MATTERS

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 23rd January 2014 1 - 6

SERVICE IMPLEMENTATION ISSUES

3. Reducing Sickness Absence - Performance Update 7 - 16 All

4. Temporary Agency Staff - Progress on Implementation and Baseline Monitoring 17 - 24 All

5. Workforce Issues Arising out of OFSTED Inspection 25 - 30 All

6. Approach to Business Change - Future Role of Employment & Appeals Committee To Follow

7. Attendance Record 31 - 32

8. Date of Next Meeting - 24th June 2014

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. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.



Employment & Appeals Committee – Meeting held on Thursday, 23rd January, 2014.

Present:- Councillors Plenty (Vice-Chair in the Chair), Brooker, Chohan, Coad, Davis, A S Dhaliwal and Sharif

Apologies for Absence:- Councillor Rasib and S K Dhaliwal

Apologies were also reported from the Chief Executive, who was attending another function on behalf of the Council.

PART 1

30. Declarations of Interest

None.

31. Minutes of the Meeting held on 12th September 2013

Resolved - That the minutes of the last meeting held on 12th September 2013 be approved as a correct record.

Arising from a question on minute 22 [Settlement Agreements] the Assistant Director, Professional Services proposed to hold further meetings with the Chair and Vice-Chair of the Committee on a 6 monthly basis, to update the position on settlement agreements.

32. Reducing Sickness Absence - Performance Update

The Committee considered a report with an update on progress of reducing the Council's sickness absence.

The average full time equivalent (FTE) of days lost over the year from 1st December 2012 to 30th November 2013 was 7.5 days, an improvement over the 10.2 days for same period in the previous year, and inside the 2013 target of 8.5 days. Since the report to the last meeting, the decrease in sickness had continued during July and August 2013, but had risen in during September to November, reaching a plateau of 0.8 days in the last two months. Although there was generally an increase during periods of colder weather, no explanation of this specific rise had yet been identified. The sickness absence balanced scorecard has continued to be reported at CMT and DMT, enabling managers to report on absence and the action being taken.

The process is kept under review to ensure that data is reported in a timely fashion, that the reporting of sickness is accurate and that the correct reasons for absence are reported. Accurate reporting ensured that the triggers for appropriate action and intervention, as envisaged in the policy, were activated. As requested at the last meeting, a list showing the 15 main

Employment & Appeals Committee - 23.01.14

categories of sickness absence was contained within the report, and members expressed reservations as regards some of the categories.

The Committee recognised that the assistance of Occupational Health was a vital component in the support of absence management. Employees attendance at Occupational Health appointments was improving and the data showed that the percentage of staff who did not attend appointments had fallen from 8.8% and 9.5% in May and June respectively to 0% in both September and October.

Following discussion, the Committee identified a number of points on which further information was requested:

- The main categories of sickness, whether it was acceptable to have a “not stated” category and whether it was appropriate to include “appointment” as a sickness category.
- A percentage breakdown of the reasons for sickness per month and per Directorate, and a comparison with any national benchmark on sickness.

Resolved -

- (a) That satisfaction be recorded with the average of 7.5 days lost (within the target of 8.5 days) and the much improved attendance at Occupational Health appointments.
- (b) That the report to the next meeting include further information on the matters outlined above.

33. Temporary Agency Staff - progress on Implementation and Baseline Monitoring

The Committee considered a progress report on the contract with Matrix SCM to supply temporary agency staff for the Council, which had been in operation since January 2013.

The implementation of the new contract had a savings target for 2013/14 of £250,000. Expenditure on agency staff from 6th January to 31st December 2013 amounted to £6,959,913, giving an anticipated saving of £453,024 under the formula agreed with Matrix. Overall expenditure was lower than the estimate which was approximately £7.5m.

Joint work with the contractor and agencies had continued to develop a secure enrolment through the system for the supply of niche/professional posts. There were now approximately 109 agencies available for social care vacancies covering both qualified and non-qualified posts. 74% of agency workers were travelling less than 20 miles to their place of work (slightly down from the 81% reported at the last meeting). However, those staff travelling from within SL1-SL6 post codes had remained the same at 58%.

The Committee noted that the length of tenure of some agency workers continued to be an issue, although the number working for more than a year (33) had reduced since the last report. In response to members queries about

Employment & Appeals Committee - 23.01.14

this, and in particular the temp of six years duration, an explanation of the Council's difficulties in recruiting permanent employees, notably social workers, was given. Some temporary social workers preferred the option to remain as temps, for financial and other reasons, rather than take up a permanent position. Retaining temps over a longer period had advantages for the Council, however, in terms of continuity, particularly for services in adult mental health and children's social care. Although a premium payment to the agency was required for such temporary employees, the Council did not incur the on-costs associated with a permanent member of staff e.g. employer's superannuation contributions.

The Committee also noted the position as regards the number of temporary staff employed via the sessional/open process, which was the most appropriate way to cover short term absences of permanent staff or peaks in workload. It was recognised that more work needed to be done with Human Resources to find a solution to long term/permanent employment for those posts most commonly filled by temps. Consideration could be given to reviving the process whereby Directorates were required to justify the retention of any temporary for in excess of one year.

Resolved -

- (a) That the report be noted, including the improvements made and the reduction in overall spending on Temporary Agency Staff.
- (b) Additional information be brought forward for the next report on a comparison between the Agency cost for a Social Worker retained over the longer term and the cost of a permanent employee on full salary plus the necessary market supplement.

34. Workforce Strategy - Fit for the Future

This item was deferred for consideration at the next meeting.

35. Approach to Business Change /Keeping Staff Motivated and Committed

The Committee considered a report about staff motivation and performance and outlined the key factors that influence staff, including environment and job enrichment as well as the traditional areas of reward such as pay and incremental advance.

Using a model developed in the field of organisational psychology for understanding what motivates staff in an organisation, the report set out in tabular form the factors causing satisfaction or dissatisfaction among staff and a commentary on their application. Based on the research, these divided into motivator factors (those things that can create job satisfaction) and hygiene factors (things that if neglected can lead to job dissatisfaction) and were defined as follows:

Motivator Factors

- Achievement
- Recognition

Hygiene Factors

- Pay and Benefits
- Policies and how they are applied

Employment & Appeals Committee - 23.01.14

- Work itself
- Responsibility
- Promotion
- Growth
- Relationship with other staff
- Supervision
- Status
- Job security
- Working Conditions

The Committee noted the importance of ensuring that the hygiene factors were properly attended to in order to avoid any major causes of dissatisfaction. Most of the motivating factors relied on managers managing well and this highlighted the importance of an ongoing programme of development for managers. Arising from the ideas for improvement referred to in the report, Members commented on the need for good and effective staff communication throughout the organisation, the importance of recognition of staff efforts and achievement (whether or not it was embodied in a formal scheme) and the introduction of a staff suggestion scheme (possibly with a cash incentive). There were benefits to the organisation if staff were encouraged to develop, to adopt a positive approach to their work and were empowered to contribute freely to the Council's aims and objectives.

Whilst acknowledging that the Council's staff were a resource of great value, the use of the term resource and the title Human Resources was queried. The word 'people' or People Services was felt by some to be more appropriate.

Resolved -

- (a) That the report be noted.
- (b) That progress on the development of ideas for improvement be reported to the next meeting, including the suggestion about possible use of the name "People Services" rather HR.

36. Human Resources Statistics

The Committee received an update on key HR statistics for the Council. The continued reduction in staff numbers was noted, with the number of staff (full time equivalent) falling below 1,000 for the first time. A big factor in the reduction had been the movement of Customer Services and ICT staff to Arvato. Staff turnover at around 10% was considered to be at an acceptable level. It was confirmed that all staff leaving the Council's employ were asked to complete an exit survey form for return to HR, and were offered the opportunity for an exit interview.

The Committee also noted significant decisions relating to redundancy for two senior officers during the last quarter of 2013.

Resolved - That the report be noted.

37. Attendance Record

The Committee received a report setting out Members' attendance over the past year.

Employment & Appeals Committee - 23.01.14

Resolved - That the report be noted.

38. Date of Next Meeting

The date of the next meeting was confirmed as 7th April 2014.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.55 pm)

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 7th April 2014
CONTACT OFFICER: Kevin Gordon, Assistant Director Professional Services
WARD(S): All

PART 1
FOR INFORMATION

REDUCING SICKNESS ABSENCE - PERFORMANCE UPDATE

1 **Purpose of Report**

To provide Members with an update on progress of reducing the Council's Sickness absence, and includes appendices with the latest performance figures and the Council's Overall Sickness Absence Balanced Scorecard.

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

That Committee Members note details of the report.

3 **Supporting Information**

Appendix 1 - graph showing sickness absence rates per month (expressed as Full Time Equivalent Days lost FTE) up to January 2014.

Appendix 1 shows that since our last report to Committee in January there has been no change in the data for the months of November and December which remained at 0.8 days and 0.7 days per FTE however there was a slight decrease from previous years in January 2014 at 0.8 days. For this period, the average of 0.76 fte absence is being reported, a small increase from the previous report although the previous data was over a 4 month period (July – October 2013).

The sick days per fte from 1st February 2013 to 31st January 2014 report **7.8 days** lost per fte in comparison with the same period for the previous year of 10.4 days per fte. We have further analysed this figure in relation to some national data that is available as stated below.

A survey carried out by South East Employers which compared Unitary, District / Borough and County Councils sickness information and reported that an average of **10.22 days** were lost per employee in Unitary Authorities compared to District / Borough Councils reporting 7.54 days and County Councils reporting 8.61 days

A Labour Market report (covering all sectors) carried out by the Office for National Statistics in February 2014 reported that the average number of days lost per worker was **4.4 days** in 2013. This report stated there had been a significant reduction in sickness over the past 20 years which found that in 1993 the number of working days lost per worker was approx 7.2 days, although it is recognised that employment has increased significantly over this period and may have an impact on the data.

In conclusion, the Slough sickness days lost per fte has improved and is better than its comparators. However, it is still above the National average.

The sickness absence balanced scorecard has continued to be reported at CMT and DMT's to monitor the progress of sickness absence in service areas. It also enables managers to report on absence and ensure relevant action is being taken, in accordance with the absence policy. This process is being continually reviewed with our partners Arvato to ensure the data is reported in a timely fashion and supports the managers to implement the policy. Some further changes to the balanced scorecard have been proposed and will be effective in January's Scorecard.

Appendix 2 provides a summary of the balanced scorecards by Directorate over the last year.

The data which is used to produce the balanced scorecard figure is three fold;

- Compliance of the sickness policy – are managers applying the policy?
- OH referrals and attendance – are managers referring staff and are staff attending appointments?
- Sickness Absence Training – are managers equipped to implement the sickness policy with staff?

All managers and supervisors who manage staff are required to attend the Sickness Absence Training. Whilst the majority of managers are now trained across all directorates there is still a constant need to run training as new managers join the organisation, and further training courses have been scheduled into the summer.

In order to support managers with absence management, Occupational Health is a vital component to ensure that relevant medical advice is sought. Employees' attendance at Occupational Health appointments is improving and data shows that the percentage of staff who did not attend appointments have decreased in the 6 month period to January 2014 as follows:

Aug	2.5%
Sept.	0%
October	0%

November	0%
December	4.8%*
January	0%

**please note this is for only 2 employees.*

This is monitored in regular contract meetings with the provider to ensure employee attendance is maintained. In addition the policy states that if employees do not attend without an exceptional reason then their pay is reverted to Statutory Sick Pay (if they are still off sick) or they receive a Management Instruction (if they are back at work). This process has been actioned in some cases.

The 3 most common reasons given for sickness absence for the period April 2013 to February 2014 for each directorate are as follows:

	Sick Reason	Total Days
Chief Executive	Stress	116
	Not Stated	61.5
	Infections	44

Customer & Community	Stress	361
---------------------------------	---------------	------------

Ser	Other Infections	353 279
------------	-------------------------	--------------------

Regeneration Hsg & Res	Infections	191.5
	Skeletal, breaks/sprains	188
	Chest/Resp./Asthma	187

Wellbeing	Skeletal, breaks/sprains	995
	Stress	843
	Back Problems	701.5

Mental health problems such as stress, depression and anxiety contributed to a significant number of days of work lost in 3 out of the 4 directorates. Infections such as coughs, colds, chest infections are typically shorter term absence however account for a significant number of days lost across the authority. Wellbeing has a high number of skeletal and back problems which are typical with the type of work this directorate supports (e.g. care staff).

It has been noted that the sickness reason 'not stated' was felt to be unacceptable category. We are investigating the removal of this category and will be able to update the Committee in a future meeting of the outcome. However, in the meantime we will be encouraging both employees and managers to challenge this if stated on Sickness Forms as part of the return to work interviews and to ensure that the correct sickness categorisation is used.

With regard to 'Hospital or GP appointments' our Leave Policy does allow employees to agree if they would take this time as annual leave, flexi or sickness. In certain circumstances staff can agree to make the time up. Any appointments are discussed with managers prior to arrangement so that the necessary agreements can be made and if appropriate cover can be arranged.

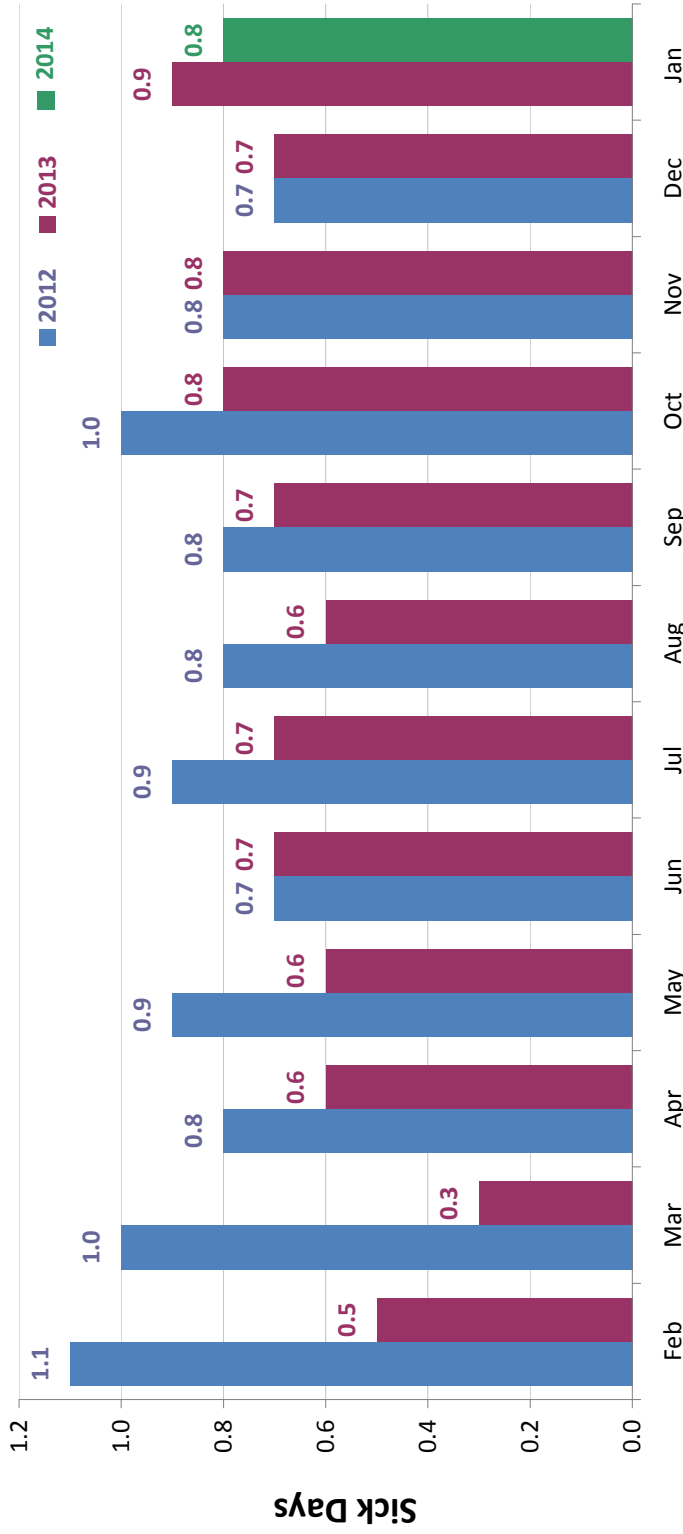
4. Appendices

Appendix 1 - Graph showing sickness absence rates per month

Appendix 2 - Summary of the balanced scorecards by Directorate over the last year.

This page is intentionally left blank

Sick Days per FTE in SBC Feb 2013 to Jan 2014



Number of sick days per fte

SBC		
	2012	2013
Jan	1.1	0.9
Feb	1.1	0.5
Mar	1.0	0.3
Apr	0.8	0.6
May	0.9	0.6
Jun	0.7	0.7
Jul	0.9	0.7
Aug	0.8	0.6
Sep	0.8	0.7
Oct	1.0	0.8
Nov	0.8	0.8
Dec	0.7	0.7
Jan	0.9	0.8

CE		
	2012	2013
Jan	0.9	0.8
Feb	0.3	0.0
Mar	0.3	0.1
Apr	0.2	0.6
May	0.3	0.6
Jun	0.5	0.7
Jul	0.1	0.5
Aug	1.1	0.5
Sep	0.5	0.5
Oct	1.3	0.1
Nov	1.0	0.8
Dec	1.2	0.6

CCS		
	2012	2013

Jan	1	1.1
Feb	1.1	0.5
Mar	1	0.4
Apr	0.9	0.6
May	0.9	0.5
Jun	0.6	0.6
Jul	0.7	0.6
Aug	0.7	0.4
Sep	0.7	0.5
Oct	1.1	0.7
Nov	1.1	0.8
Dec	0.5	0.5

RHR		
	2012	2013
Jan	1	0.8
Feb	1	0.6
Mar	1	0.6
Apr	0.5	0.5
May	0.8	0.5
Jun	0.6	0.4
Jul	0.7	0.5
Aug	0.7	0.4
Sep	0.6	0.6
Oct	0.9	0.6
Nov	0.5	0.5
Dec	0.2	0.4

WB		
	2012	2013
Jan	1.3	0.9
Feb	1.2	0.6
Mar	1.1	0.3
Apr	0.7	0.6

May	0.8	0.8
Jun	0.8	0.8
Jul	1.1	0.8
Aug	0.9	0.8
Sep	0.5	1.0
Oct	1.1	1.1
Nov	1.2	1.0
Dec	1.1	1.0

Overall Management Score Feb 2013 to Jan 2014



	Feb	Mar	Apr / May	Jun	Jul	Aug*	Sep	Oct*	Nov	Dec*	Jan*
CE	65.3	71.4	91.2	86.2	79.5	46.2	70.8	48.2	57.1	45.8	44.2
CCS	57.9	65.3	62.0	60.1	64.5	64.6	62.6	61.7	63.6	60.7	55.1
RHR	67.2	66.4	64.5	67.9	68.6	67.8	69.6	66.5	71.8	69.9	87.9
WB	51.1	64.4	63.3	62.7	63.1	62.6	63.8	66.1	64.9	63.7	70.7

* Please note: In the August, October and December periods 3 or fewer employees in the CE Directorate hit the 6 day trigger. Neither of these employees had a Stage 1 meeting. Hence the Policy score component is 0. These adversely effects the Overall Sickness Management Score significantly.

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 7th April 2014

CONTACT OFFICER: Julie Pickering, Interim Assistant Director

AUTHORS: Claire Portsmouth

(For all enquiries) (01753) 875472

WARD(S): All

PART 1
FOR INFORMATION

Temporary Agency Staff - Progress on Implementation and Baseline Monitoring

1 **Purpose of Report**

This report follows the January update which explained the new arrangements and contract with Matrix SCM to supply Temporary Agency. At that meeting Members requested management information on the use of Temporary staff throughout the council.

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

- (a) That the report be noted.
- (b) That Members consider what additional information they would like to see in future reports.

3 **The Sustainable Community Strategy, the JSNA and the Corporate Plan**

Sustainable Community Strategy Priorities

The JSNA priorities of particular relevance are:

- The Managed Service Provider will open opportunities for the local economy and SME organisation to provide temporary agency staff to the Council.
- Working with local Job Centres and other organisation to assist job seekers in finding employment and therefore increase skills and employment opportunities.
- Enables the Council to flexibility manage its workforce and meet the need to deliver front line services to residents, particularly within Health & Wellbeing.
- Delivering cashable and efficiency savings across the council.

Corporate Plan 2012/13

The proposals within this report meet the Corporate Plan's objectives as follows:

1. Improve customer experience by improving service delivery from the provider.
2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).

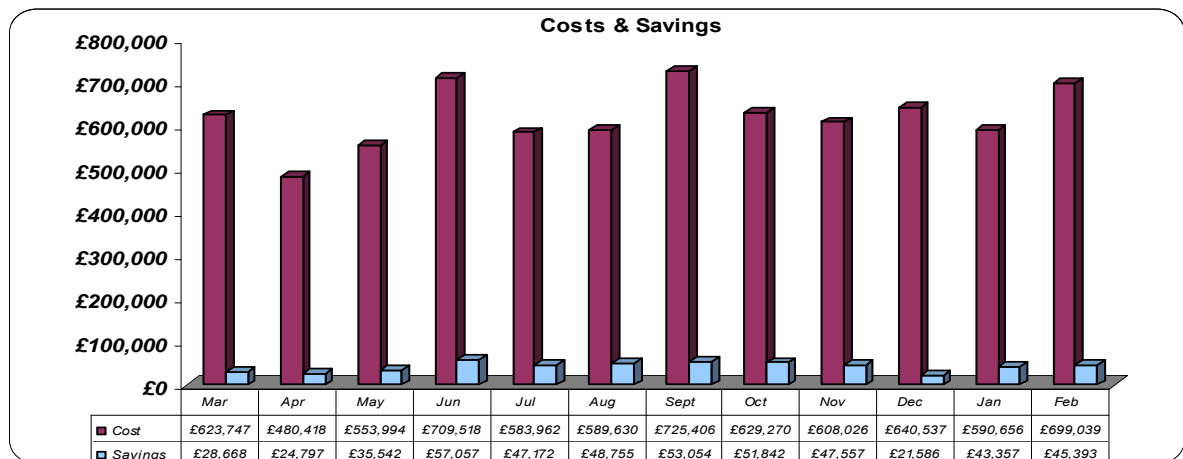
3. Develop new ways of working by introducing a new, end to end automated system for the ordering, tracking, monitoring and analysis of temporary agency staff.
4. Deliver local and national change by increasing opportunities for local and SME agencies to work with SBC.
5. Achieve value for money by ensuring significantly improved service delivery and guaranteed cashable savings.

4 Other Implications

(a) Financial

The implementation of the new contract has a savings target for 13/14 of £250,000, and has achieved, to the end of February 2014, savings against the previous contract of £504,780.

Expenditure on agency staff from March 2013 to February 2014 was £7,434,205.



The Assistant Director of Finance & Audit will put in place arrangements to recover these savings from Department cash limits.

(b) Risk Management

Risk	Mitigating action	Opportunities
Employment Issues	Service areas unable to source requirements via supply chain on Matrix. Hard to recruit roles identified and processes in place to source these posts. Current market forces in relation to Social Workers are influencing this risk	
Employment Issues	Unable to recruit on agreed pay scales in Matrix. Pay scales are aligned to council job levels and Spinal column points. Assistant Director and or HR approval required to alter pay scales	

Financial	Failure to maximise savings by increasing pre-agreed pay scales within Matrix. Assistant Director and or HR approval required to alter pay scales for specialist roles influenced by market forces e.g. social workers	
Human Rights	None	None
Health and Safety	None	
Equalities Issues	Agency Worker Directive ensures pay parity between full time permanent employees and temporary agency staff.	None
Financial	None	<ul style="list-style-type: none"> • Guaranteed minimum savings of 3% on existing spend (with further opportunities to increase this) • Guaranteed maximum pence-per-hour agency fees • Pay parity between full time permanent employees and temporary staff workers in-line with Agency Worker Directive • Potential discount for workers that have been in post for longer periods of time (although the aim is to challenge the need for worker longer term posts and reduce the need) • Gainshare mechanism – whereby savings achieved over and above the guaranteed minimum will be shared between SBC (90%) and the supplier (10%) • Mechanism for supplier to credit SBC for failure to deliver agreed service levels
Other	None	None

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications..

(d) Equalities Impact Assessment

An Equalities Impact Assessment has been undertaken and was attached to previous report.

(e) Workforce

There are no implications for permanent staff.

5 Supporting Information

- 5.1 Matrix SCM have continued to work with us and agencies to secure enrolment through the system for the supply of niche/professional posts. We have also been working to secure the agencies currently being paid off contract and confirm their a commitment to move their workers to Matrix. This both reduces the number of 'off contract' workers and secures greater transparency for the authority.
- 5.2 77% of workers are travelling less than 20 miles to their work location which has increased from the last report (74%), with 70% of those workers travelling less than 10 miles. The number of staff travelling from within the SL1-SL6 postal codes continues to remain around 58% of the total number of agency staff.
- 5.3 There are currently 112 agency workers (not employed on a sessional basis) which continues to remain fairly stable and under the baseline set in January from the previous contract (123). Focus needs to remain on stabilising the number of agency workers and ensuring that Slough continues, where possible, to reduce its reliance on temporary staff. There are now only 33 staff remaining from the old Pertemps contract (an improvement on the 40 from the last report).
- 5.4 There are 73 'sessional' posts with all except 2 working within the Wellbeing Directorate. Since the last report, 6 staff in the 'sessional' category have been employed for more than 1 year (there were none at the time of the last report).
- 5.5 The length of tenure continues can be split this period to:
- 43 agency workers have been with the authority for more than 52 weeks (23% of the total agency workforce) the longest tenured remains 6 years
 - 77% of those staff are within the Wellbeing directorate
 - 37% of the longest tenured staff are working in qualified social care posts with 69% of those in post as Social Workers (11 posts) - 21% are working in non qualified Social Care roles – the majority of posts included in this bracket have the title of Support Worker
 - The most populated tenure is 0-13 weeks representing 34% of the total number of workers. The last report showed the most populated being the 27-52 week bracket. 57% of the total agency workforce tenure is under 26 weeks. Whilst this is positive, I must remind committee that this is an 'as at' timeframe and is subject to movement.

Tenure	Number of staff
0-13 Weeks	75
14-26 Weeks	50
27-39 Weeks	26
40-52 Weeks	24
1 Year+	43
TOTAL	218

- The 43 staff with a tenure of over 1 year, can be split into directorates and job titles as follows:

Directorate	Job Title
Chief Executive	*Senior Administrative Officer
Customer & Community Services	*Housekeeper *Service Assurance Technical Specialist
Resources, Housing and Regeneration	*GIS Strategist *Disposals Officer *Investment & Regeneration Project Manager *Schools Finance Interim *Project Officer
Wellbeing	*Administrator *Business Objects Project Manager *Care Assistant *Contracts Performance Officer *Deputy Team Manager *Driver & Escort Co-Ordinator X2 *Employment Development Officer *Escort Co-Ordinator X2 *Healthwatch Commissioning Manager *Independent Reviewing Officer *Occupational Therapist *Personal Advisor *Qualified Social Worker X8 *Recruitment & Retention Officer *Residential Care Officer *Scanning Officer *Senior Practitioner *Senior Social Worker X3 *Social Care Systems

	Support Officer *Support Worker X5
TOTAL 1 Year+	43

- The tenure for 1 Year+ can be split to: 2007 (1), 2008 (3), 2009 (1), 2011 (4) 2012 (16) with the remainder starting in 2013 with the new contract.

5.6 Matrix SCM are currently putting together the next user survey but due to a poor response again at this attempt, we have extended the return date. Matrix are sending out reminders to users and we will run a secondary reminder through the internal bulletin. The results will be available for the next committee.

5.7 We continue to have spend that is considered 'off contract' for agency workers, however as stated in 5.1 above we are working with Matrix to move these (where practicable) to on contract spend through Matrix.

5.8 Below is a breakdown of agency staff numbers and costs (including sessional/open process) by directorate

Scorecard as at February 2014			
Directorate	Number of Agency Workers	Expenditure	Tenure (weeks)
Chief Executive	7	£24,385	0-13 = 5 40-52 = 1 Over 52 = 1
Customer & Community Services	12	£26,586	0-14 = 4 14-26 = 1 27-39 = 5 Over 52 = 2
Regeneration, Housing & Resources	27	£87,490	0-13 = 12 14-26 = 6 27-39 = 2 40-52 = 1 Over 52 = 5
Wellbeing	172	£538,578	0-13 = 53 14-26 = 43 27-39 = 19 40-52 = 22 Over 52 = 35
Total	218	£677,039	1-4 = 75 5-12 = 50 13-26 = 26 25-52 = 24 Over 52 = 43

5.9 The table below shows a breakdown of the number and title of active temporary staff (including sessional/open process) by directorate.

Department/ Service Area	Roles	
Chief Executive: 7 staff	Electoral Services Assistant Lawyer X 2 Leadership Development Manager	Political Group Officer (Labour Group) X 2 Senior Administrative Officer
Customer & Community Services: 12 staff	Administration Assistant Housekeeper IAG Co-ordinator Interim Strategic Planning Manager Planning Enforcement	Senior Building Control Surveyor X 2 Service Assurance Technical Specialist Trading Standards Officer X 2 Youth Professional X 2
Resources, Housing & Regeneration: 27 staff	Administrative Officer Business Support Officer Disposals Officer Estate Services Officer Flood Management Engineer GIS Strategist Head of Asset Management Housing Assessment Officer X 2 Housing Officer X 2 Housing Reviewing Officer Housing Standards Officer X 2	Investment & Regeneration Project Manager Lawyer Neighbourhood Housing Officer X 3 Neighbourhood Manager X 2 Project Manager – M&E Project Officer Schools Finance Interim Senior Accountant Service and Recharge Project Manager Team Manager
Wellbeing: 172 staff	Administration Officer X 2 Administration Officer Senior X 2 Assistant Team Manager Business Objects Project Manager Care Assistant X 7 Consultant Practitioner Contracts Performance Officer Day Care Officer/Assistant Deputy Team Manager Driver & Escort Co-ordinator X 2 Employment Development Officer Escort Co-ordinator X 2 Family Support Worker Head of Service - Care Group Commissioning Healthwatch Commissioning Manager Independent Reviewing Officer X 2 Interim Childrens Services Manager	Management Support Officer Occupational Therapist X 10 Occupational Therapy Assistant X 5 Personal Advisor Physiotherapist X 2 Practice Manager X 7 Procurement Specialist Qualified Social Worker X 20 Reablement Assistant X 16 Recruitment & Retention Officer Residential Care Officer X 9 Safeguarding Support Officer X 2 Scanning Officer Senior Practitioner Senior SEN Case Officer Senior Social Worker X 36 Social Care Systems Support Officer Social Care Team Manager X 6 Social Work Assistant X 2 Support Worker X 15 Unqualified Assistant

6 **Conclusion**

Procurement continue to work closely with Matrix SCM to monitor the contract and help to implement improvements to the system. Members are asked to identify any further information that they would like to see on the scorecard and Procurement will work with Matrix to endeavour to make this information available.

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 7th April 2014
CONTACT OFFICER: Kitty Ferris, Assistant Director, Children, Young People and Families, Wellbeing
(For all enquiries) (01753) 690901
WARD(S): All

PART 1
FOR INFORMATION

WORKFORCE ISSUES ARISING OUT OF OFSTED INSPECTION

1 **Purpose of Report**

This report has been produced for Members following a request to update the committee on recruitment and retention issues that were detailed in the final Ofsted report published in February 2014. This report outlines the key factors that were requested with a summary of actions that have, and are being taken, to address the concerns. An action plan has been created and is attached in the appendix.

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

That Committee Members note the contents of the report.

3 **Supporting Information**

Members will be aware that the recent Ofsted **inspection of services for children in need of help and protection, children looked after and care leavers** highlighted that there was a need for priority and immediate action to 'develop and put into operation a comprehensive workforce strategy to attract and keep high quality, experienced permanent staff in Slough.

Officers have drafted an action plan (attached in the appendix) and set up a working party of key personnel from across the Council to ensure that the recruitment and retention of permanent staff is coordinated and acted upon as a matter of urgency.

There have been very poor response to recruitment campaigns over the past year and Slough has particular difficulties in attracting good quality permanent staff for a number of reasons, including:

- There is a national shortage of Child and Family Social Workers.
- Geographical location- Slough is in competition with many surrounding authorities for a finite pool of workers. This includes the other Berkshire Unitaries, Bucks CC and West London authorities.
- Poor reputation and profile and difficulties in attracting workers to an authority deemed 'inadequate' by Ofsted.

- Poor market profile compared to competitors. Lack of good quality branding and website attraction.

A number of initiatives are under way or planned to attract new workers and to retain existing staff, including:

- Benchmarking our pay rates and other incentives with our neighbours to ensure we are competitive. We have evidence that surrounding LA have increased their level of market supplements which will impact Slough. Incentives under consideration include; market supplements; car loans and lease cars; golden handshakes and retention bonuses; introduce a friend scheme.
- Encourage existing locum staff to go permanent and giving each of them individual time to explore the benefits of being a permanent worker.
- Developing a new website and look for Slough to sell ourselves better, to include videos and testimonies from social workers on why they work for Slough.
- Exploring access to Essential Worker Housing in Slough.
- Improve the live open advert.
- Improve and speed up the recruitment process. We have signed up to the electronic DBS checking system which will now take 48 hours rather than the 12 weeks we have been experiencing recently.
- Working with specialist agencies to raise the profile of Slough and the way we market ourselves. This includes initiatives to target specialist and specific management roles as well as creative approaches to recruiting new SW staff eg overseas recruitment and recruitment from other parts of the country- initial discussions have taken place with some recruitment agencies.
- Develop an ongoing annual Newly Qualified Social Work scheme that ensures a regular stream of SW's for the future. We currently have five NQSW's who are in their Assessed and Supported Year Employment (ASYE). We plan to recruit another five year on year and will be employing a practice mentor to develop and manage an academy for new workers from September 2014.
- The practice mentor will develop stronger links with local Universities and ensure a regular pool of 3rd year students on placement who can be recruited to the NQSW scheme.
- Continue to improve the ability of Social Workers to undertake good practice. Caseloads have started to reduce with the creation of extra teams and improved workflows. We have secured extra business support to free up social workers from tasks that are not directly involved in safeguarding children.
- A comprehensive Learning and Development Programme has been introduced to ensure we have a highly trained and motivated workforce.

It is abundantly clear that there is no one 'quick fix solution' to the recruitment and retention problems in Slough. A concerted effort on a number of fronts is believed to be our best chance to bring about a gradual but steady shift away from an over reliance on agency staff and begin to attract and employ social work practitioners of the right calibre. This will cost the authority less money and bring stability and consistency for children.

Recruitment and Retention Action Plan March 2014

Appendix A

KF=Kitty Ferris
SN=Surjit Nagra

KD=Karl Davis
CD=Charan Dhillon

ND=Nicky Dear
MOK=Michelle O'Kane

SK=Sabira Khan
KP=Kate Pratt

JM=Jatinder Matharu
PM- New Practice Mentor (to be appointed)

Recruitment and Retention Action Plan March 2014				
Issue/Need	Action	Lead	Timescale	Update/Progress
A coordinated response to recruitment & retention	<ul style="list-style-type: none"> Set up a working group of key people across the council to work on the strategic plans to recruit new and quality social work staff. Monthly meetings chaired by AD to review progress and agree further actions. Benchmark against neighbouring authorities in relation to all terms and conditions, rewards and incentives. Review existing incentives to work in Slough and develop new schemes and rewards packages to attract new workers and retain existing staff. 	KF KF SN KF SN	Immediate Immediate 04.04.14 18.04.14	Working party identified- names above Exercise underway
Website improvements and developing a	<ul style="list-style-type: none"> Redesign SBC's SW job website- easy to navigate- all important information succinct and immediately visible. Introduce multi media promotional material on website including video of worker(s). Consider using 'jobspublic' to create microsite, design web pages and sign post candidates through various web based applications. Identify workers for video. Survey existing staff on why they work in Slough and identify quotes for website. 	KD SN KP KF KD MOK KD	Immediate 11.04.14 Immediate Immediate	Meeting with KP taken place. Liaising with print and design team to produce some ideas. KP approaching production agencies. Meeting held. Awaiting written spec from agency. Done Need to chase responses
Delay in processing applicants	<ul style="list-style-type: none"> Meet with Avarito managers and agree actions to speed up the process of appointing candidates. Review the Open Advert process with Avarito Managers. Develop a pack for Managers and HR to include a checklist with the timeline/tasks/responsibilities. To 	KD SN KD SN ND KD SN	18.04.14 18.04.14 18.04.14	

	<ul style="list-style-type: none"> include standard interview questions for posts at different levels. Join e-DBS scheme. 	SN	Immediate	Completed
'Grow our own' social workers	<ul style="list-style-type: none"> Appoint a Practice Mentor to support and develop NQSW's in their ASYE. Appoint interim to take on this role pending permanent recruitment. JD and ES need completing and evaluating prior to advert for perm position. Develop a coordinated programme of taking 3rd year students on placement. Ensure we have a pool of fully trained Practice Educators and offer training to those staff who are ready to take students. Develop a programme for recruiting and supporting a set number of NQSW's every year. Practice Mentor to build strong links with local Universities. Send SW's and Managers to give talks and attend open days etc. Continue Step Up to SW programme 	<p>KF KD SN</p> <p>KF KD SN</p> <p>JM MOK</p> <p>JM PM</p> <p>JM PM MOK</p> <p>KD PM</p> <p>JM PM</p>	<p>Immediate</p> <p>04.04.14</p> <p>July 14</p> <p>July 14</p> <p>July 14</p> <p>From Sept 14</p> <p>Ongoing</p>	<p>Completed</p> <p>Two students on placement</p>
Poor responses for key roles	<ul style="list-style-type: none"> Work with recruitment agencies to develop a multi-faceted strategy for filling posts. To include different approaches for posts at different levels (PM's, CP's and SW's) as well as for specialist posts- FPS and Mallards Managers. All existing agency workers have a meeting to take them through the benefits of working for Slough. Attend recruitment fairs and other forums to raise profile and actively recruit. Consider secondments and sponsorship of non qualified staff onto SW training. Improve the current induction process. All new workers have an individual training and development plan in their first year 	<p>KF KD SN</p> <p>KD SN</p> <p>KD SN</p> <p>KF</p> <p>KD</p> <p>JM PM MOK</p>	<p>Immediate</p> <p>30.04.14</p> <p>Immediate</p> <p>Next year</p> <p>Immediate</p> <p>May 2014</p>	<p>Meeting held with HCL, another booked with i-people</p>
Improved support to new workers				

Improve Training and Development	<ul style="list-style-type: none"> Revise the Social Work progression procedure - linking to the College of Social Work framework (PCF) and the internal professional training and development programme. Develop and introduce a development programme designed specifically for Practice Managers. Improve the publicity methods and take up of training opportunities. 	KF KD KF JM JKF JM	May 2014 June 2014 Immediate	
A structured framework for engaging with staff and gaining feedback	<ul style="list-style-type: none"> Build on current arrangements for regular 'meet the AD' meetings . Develop a forum for SW's to meet with each other. Develop a robust system for meetings from team meetings, service meetings and development days. Celebrate individual and team achievements Conduct the Social Work Health Check every 6 months All leavers are offered an exit interview with their HOS (AD for PM's). 	KF PM MOK KD All PM SN	Immediate July 14 11.4.14 June 14 Immediate	
Creating a good working environment	<ul style="list-style-type: none"> Create effective business support and administrative systems that support the teams and free Social Workers to do good social work. Create private spaces for managers and social workers to conduct supervision and case discussions particularly whilst building works take place. 	SK (with working group) CD	Ongoing Ongoing	Working group already set up to look at this

This page is intentionally left blank

MEMBERS' ATTENDANCE RECORD 2013/2014

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	MEETING DATE						
	16.05.13	06.06.13	10.07.13	12.09.12	23.01.14	07.04.14	
Brooker	Ap	P	P	P	P		
Chohan	P	P	P	Ap	P		
Coad	P	P	P	Ap	P		
Davis	P	P	P	P	P		
A S Dhaliwal	P	P	P	P*	P		
S K Dhaliwal	P	P	Ap	Ap	Ap		
Plenty	P	P	P	P	P		
Rasib	P	P	P	Ap	Ap		
Sharif	P	P	P*	P	P		

P = Present for whole meeting
 Ap = Apologies given

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

This page is intentionally left blank