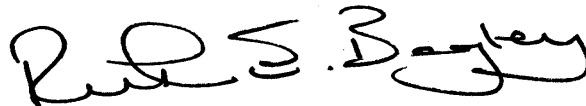


Date of issue: Friday, 10 October 2014

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Brooker (Chair), Chohan, Coad, Dhaliwal, N Holledge, Plenty, Sandhu, Sharif and Zarait)
DATE AND TIME:	MONDAY, 20TH OCTOBER, 2014 AT 6.30 PM
VENUE:	MEETING ROOM 2, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
DEMOCRATIC SERVICES OFFICER: (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

**AGENDA
ITEM**

REPORT TITLE

PAGE

Apologies for absence.

CONSTITUTIONAL MATTERS

1. Declarations of Interest

AGENDA
ITEM

REPORT TITLE

PAGE

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.

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| 2. | Minutes of the Meeting held on 24th June 2014 and the Special Meeting held on 11th August 2014 | 1 - 14 |
|----|--|--------|

SERVICE IMPLEMENTATION ISSUES

- | | | |
|----|--|---------|
| 3. | Sickness Absence Performance Update | 15 - 16 |
| 4. | Recruitment in Children Services Update and Step up to Social Work Programme | 17 - 20 |
| 5. | Update on the use of Honorarium Payments | 21 - 24 |
| 6. | Member's Attendance Record | 25 - 26 |
| 7. | Date of Next Meeting - 22nd January 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. 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.

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Employment & Appeals Committee – Meeting held on Tuesday, 24th June, 2014.

Present:- Councillors Brooker (Chair), Chohan, Coad, A S Dhaliwal, N Holledge (Vice-Chair), Plenty, Sandhu, Sharif (arrived at 6.50pm) and Zarait.

PART 1

1. Declarations of Interest

None.

2. Minutes of the Meeting held on 7th April 2014

Resolved – That the minutes of the last meeting of the Committee held on 7th April 2014 be approved as a correct record.

3. Appointment of Sub-Committees

The Committee considered a report on the establishment of the Appeals Sub-Committee and the Employment Appeals Sub-Committee. The initial political group nominations to the Sub-Committees were reported and these were added to by the Members present at the meeting.

It was noted that in accordance with changes to the Constitution effective from 1st June 2014, appeals against dismissal would in future be heard by a Chief Officer Panel. However, because an appeal was submitted on 28th May 2014, during the currency of the previous Constitution, the appellant had a right to be heard by a member Sub-Committee.

Resolved –

- (a) That the Appeals Sub-Committee be appointed for the 2014/15 Municipal Year.
- (b) That the Employment Appeals Sub-Committee be appointed to deal with one outstanding appeal.
- (c) That the terms of reference of the Sub-Committees be as set out in Appendix A and that seats be allocated to the Sub-Committees as shown in paragraph 5.1 of the report.
- (d) That the following Members be appointed to serve on each of the Sub-Committees in accordance with the wishes expressed by the Political groups in respect of the seats allocated to them:

Sub-Committee	Seats	Labour	Conservative
Appeals Sub-Committee	5 (+ 5 deputies)	4 (+4) Brooker, M Holledge, N Holledge, Plenty (Chohan, Dhaliwal, Zarait, one vacancy)	1 (+1) Coad (Strutton)
Employment Appeals Sub-Committee	3 (+ 6 deputies)	2 (+4) Brooker, Plenty (N Holledge, Zarait, two vacancies)	1 (+2) Coad (Wright, one vacancy)

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

Kevin Gordon, Assistant Director Professional Services, presented an introduction to the role of the Committee and the workforce issues facing the Council in the year ahead. The Committee was responsible for all the functions relating to the Council's responsibilities as an employer, including such matters as how staff were managed, how they were paid, and how to obtain the best level of performance from them.

A number of initiatives and achievements of the Committee over the last couple of years were outlined:

- Wellbeing – staff campaigns around healthy living and keeping well
- Wellbeing – reducing sickness absence
- Introduction of a dress code
- Management / Leadership development
- Improvements to disciplinary process
- Changes to SML Grades – more equitable and making a saving
- Monitoring the Accommodation Strategy

Turning to matters on which the Committee could concentrate in the future, there was a continuing need to work on better staff engagement and motivation. This was particularly important in a time of ongoing business change and the requirement to make substantial budget savings, estimated at £14m, £9m and £6m for 2015/16 and the two subsequent years respectively. Members made suggestions as to suitable topics for the Committee to consider. In discussion, mention was made of stress among the staff, which could possibly be exacerbated by worry about redundancies arising from the need to make savings or if accommodation was inadequate.

Resolved -

- (a) That the presentation on the role of the Committee be noted.
- (b) That reports on the following matters be considered by the Committee in the year ahead:
 - Reducing sickness absence
 - Stress management
 - Agency and temporary staff contract
 - Accommodation strategy (with a proposal that the next meeting be held at St Martin's Place in order that the Committee could view new office layouts and furniture)
 - Recruitment

Employment & Appeals Committee - 24.06.14

5. Reducing Sickness Absence - Performance Update

Consideration was given to a report containing an update on progress with reducing the Council's sickness absence, which the Committee had confirmed should continue to be reported to future meetings.

The average full time equivalent (FTE) of days lost over the year from 1st May 2013 to 30th April 2014 was 8.4 days, a small improvement over the 8.9 days for same period in the previous year. However, this amounted to an average monthly figure of 0.66 FTE days lost over each of the last 3 months, slightly above the average for the equivalent period in 2013.

A survey comparing Unitary, District/Borough and County Council sickness information reported an average of 10.22 days lost per employee in Unitary Authorities compared to 7.54 days in District/Borough Councils and 8.61 days in County Councils. The Slough figure of 8.4 days compared favourably. A Labour Market report (covering all sectors) showed the average days lost in 2013 was 4.4 days. The Committee considered the reasons why levels of sickness in the public sector were higher than in the private sector.

The sickness absence balanced scorecard for the period to March 2014 showed an overall sickness management score of 68.1. The Committee was reminded that this comprised performance on applying the policy (50%), course attendance (25%), and Occupational Health attendance (25%). None of the Directorates had fallen below the score of 60 but two had scored between 60 and 65. The 90% target of attendance at a training course for managers had not been achieved in all Directorates and there had also been a rise in the number of Occupational Health appointments not kept.

The Committee took the view that while performance on sickness management was still broadly going in the right direction, there were still a number of areas where further improvement needed to be made. The performance of the Wellbeing Directorate was the weakest, but it had been recognised that due to the nature of the work of many of the staff, the sickness absence rate was likely to be higher than the other directorates. As a result, the target for Wellbeing Directorate was being re-profiled but the Strategic Director had accepted a commitment to improve all round performance on sickness management.

From discussion and questions, the Committee noted that the requested breakdown of sickness by gender, which showed a far higher number of sickness days lost by women than men, broadly mirrored the composition of the workforce (where the female/male ratio was approximately 70/30). Members supported the continuation of work to maintain the improvement in sickness management. In connection with the potential effect of the working environment on sickness, it was suggested that at the next meeting in St Martin's Place, it would be possible to review the new office layout and improvements being introduced, including such matters as the new desks and chairs, design of break-out areas, air conditioning refurbishment etc.

Employment & Appeals Committee - 24.06.14

Resolved -

- (a) That the report be noted.
- (b) That the Strategic Director of Wellbeing be advised that Committee will be looking for a real improvement in the sickness management statistics, with particular reference to referrals to Occupational Health, in line with the re-profiled targets for the Directorate.

6. Children Services Recruitment - Verbal Update

The Committee received an oral update about progress on Children's Services staff recruitment. Against the background of a national shortage of qualified social workers, a comprehensive review of the terms and conditions of staff had been carried out, salaries had been reviewed and benchmarked by reference to neighbouring authorities. As a result a market supplement had been applied to all relevant posts in the children in need and child protection teams, together with a retention award payable after 18 months in post. In addition, housing colleagues had obtained the agreement of local housing associations with whom the Council work, that any void arising in their local stock would be offered first to newly recruited social workers requiring accommodation.

This improved package had been brought together and published on newly designed web pages, comprising details of salaries, benefits, and personal stories of team members, with a view to re-branding Slough as an attractive place to live and work.

In answer to questions, the Council's commitment to employing newly qualified social workers was explained, including the support, assessment and managed caseload provided as required over the first year of work. The normal training for social workers was through a three year degree course, but other options were now available by way of a conversion course for graduates in other disciplines.

Resolved -

- (a) That the progress in introducing and advertising a comprehensive new recruitment package for social work in Children's Services be noted.
- (b) That a report be presented to a future meeting about the 'Step up to social work' training programme enabling graduate career changers to become qualified social workers.

7. Work Programme 2014/15

The Committee considered a draft work programme for the Committee for the year ahead and suggested some additions.

Employment & Appeals Committee - 24.06.14

Resolved - That the draft work programme be approved, subject to inclusion of the items referred to in item 4, the addition of a report on Staff Appraisals, and the inclusion of a comprehensive report on Agency and Temporary workers in place of the Reducing Sickness report at the January 2015 meeting.

8. Members' Attendance 2013/14

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

Resolved - That the report be noted.

9. Date of Next Meeting

The date of the next meeting was confirmed as 20th October 2014.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.52 pm)

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Employment & Appeals Committee – Meeting held on Monday, 11th August, 2014.

Present:- Councillors Brooker (Chair), Coad, Dhaliwal, N Holledge (Vice-Chair), Plenty, Sandhu and Sharif (from 6.40pm)

Apologies for Absence:- Councillor Sharif gave his apologies for being late

PART 1

10. Declarations of Interest

Councillor N Holledge declared that, as a former council employee, she received a Local Government Pension. She advised that following discussion with the Monitoring Officer this did not constitute a personal interest and that she would therefore take full part in the meeting.

11. Pension Scheme Discretion

The Assistant Director (Professional Services) introduced the report and outlined the pension policies that needed to be reviewed following the introduction of the Local Government Pension Scheme (LGPS) Regulations 2014. The Regulations required all scheme employers to review their existing discretionary policy statement and publish a new policy statement.

The report set out the options and choices available to the Council and the reasons why a particular option was being recommended by officers for each discretionary policy.

LGPS 2013 Regulation 16 – Additional Pension Contributions

As a Scheme employer, the Council has discretion to pay in whole or in part an employee's Additional Pension Contributions (APC's) to increase the value of an employee's pension.

The options outlined in the report were:

- (a) Not to fund an employee's APCs*
- (b) To consider funding an employee's APCs in exceptional circumstances and subject to the employee's difficult domestic circumstances*
- (c) To consider funding an employee's APCs in circumstances where there is a financial or practical reason for doing so.*

The officer recommendation was (a) not to fund additional pension contributions. This recommendation was based on the pension scheme already providing a 'good' level of benefits to employees and was in line with the existing Council policy.

The Committee considered the options available. Members noted that the Council had not paid APCs in the past and considered whether it was ever likely to be of financial benefit to the Council to do so. It was proposed, and agreed that Option (a) above be agreed.

Employment & Appeals Committee - 11.08.14

LGPS 2013 Regulation 30(6) – Flexible Retirement (see guidance note 2 in employer’s guide)

An active member who has attained the age of 55 or over and who with the agreement of their employer reduces their working hours or grade of employment may elect to receive immediate payment of all or part of their retirement pension.

As part of the policy making decision the Scheme employer must consider whether, in addition to the benefits the member may have accrued prior to 1 April 2008 (which the member must draw), to permit the member to choose to draw all, part or none of the pension benefits they built up after 31 March 2008 and before 1 April 2014 and all, part or none of the pension benefits they built up after 1 April 2014.

The options outlined in the report were:

- (a) To consider Individual applications where there is a financial or other benefit to the employer and subject to there being no detrimental impact on the service.
- (b) To only allow for the release of pension benefits built up before 1 April 2008.
- (c) To allow for all pension benefits to be released regardless of the dates of Scheme membership,
- (d) Not to accept any applications from Scheme members for flexible retirement.

The officer recommendation was **(a) to consider Individual applications where there is a financial or other benefit to the employer and subject to there being no detrimental impact on the service** which would give the council the flexibility to grant early access to pension as this could be more cost effective than redundancy. It may also help maintain specialist staff skills at reduced salary costs.

The Committee considered the options available. Members noted that both the Monitoring Officer and S151 Officer would be involved in any decision to apply this discretion and would ensure that it was applied fairly. The discretion was available pre 2008. It was proposed and agreed that option (a) above be agreed.

LGPS 2013 Regulation 30 (8) – Waiving of Actuarial Reduction

Connected to the policy discretion above 30(6) – Flexible Retirement, is discretion about waiving of Actuarial Reduction. Actuarial reduction is when benefits are reduced as members have less years of service built upon in the pension scheme.

A Scheme employer may agree to waive in whole or in part and at their own cost, any actuarial reduction so allowing the employee to enjoy the full or increased value of their accrued benefits.

The options outlined in the report were:

Employment & Appeals Committee - 11.08.14

- (a) To consider Individual applications where there is a financial or other benefit to the employer and subject to there being no detrimental impact on the service.
- (b) A decision to waive any actuarial reduction will be considered in exceptional circumstances subject to the employee's exceptionally difficult personal and domestic circumstances.
- (c) An actuarial reduction will always be applied where relevant and a decision to waive such a reduction will not be considered.

The officer recommendation was **(a) to consider Individual applications where there is a financial or other benefit to the employer and subject to there being no detrimental impact on the service** which would give the council the flexibility to grant early access to pension as this may be more cost effective than redundancy, even with the costs the council would have to pay to waive actuarial reduction.

The Committee considered the options available. Members supported consideration of individual applications where there was a financial benefit to the employer subject to there being no detrimental impact on the service but were concerned about the use of the discretion for "other" benefit to the Employer. The Assistant Director (Professional Services) outlined a number of scenarios where there might be such benefit to the employer. Members discussed whether the Committee itself could make decisions on any cases that there was not a clear financial benefit to the Council but accepted that it would not be appropriate for the Committee to be making decisions on individual applications.

It was proposed that the words 'or other' be removed from recommendation (a). Following a vote it was agreed by 4 votes to 1 vote against and 2 abstentions:

- (a) To consider Individual applications where there is a financial benefit to the employer and subject to there being no detrimental impact on the service.

LGPS 2013 Regulation 31 – Award of Additional Pension

Regulation 31 gives a Scheme employer the power to award an active member of the Scheme, or a member who was active but dismissed by reason of redundancy or business efficiency, additional pension up to a value £6,500.

The options outlined in the report were:

- (a) To consider using this discretion in cases of redundancy and business efficiency subject to the financial implications for the employer.
- (b) To consider using this discretion on compassionate grounds due to the member's exceptionally difficult personal or domestic circumstances.
- (c) To consider using this discretion where a sufficient benefit to the employer can be justified.
- (d) Not to apply this discretion.

Employment & Appeals Committee - 11.08.14

The officer recommendation was **(d) not to apply this discretion** which was based upon cost and no overall business benefit to the council and was in line with Council practice in recent years.

The Committee considered the options available. It was proposed and agreed that option (d) be agreed.

LGPS (Transitional Provisions and Savings) 2014 Schedule 2; (2) and (3) – Switching on the 85-year Rule

The 85 year rule that existed under former Scheme Regulations, states that where a Scheme member's age in whole years when added to their Scheme membership in whole years equals 85, then that is the point from which their pension benefits can be released without actuarial reduction being applied, i.e. the employee receives their full benefits as if they had retired later. For example, an employee aged 60 with 25 years of Scheme membership would meet their 85 year rule date. Under the 85 year rule employees under 55 whose service and age added up to 85 would also meet the 85 year rule and could benefit from their situation being considered.

The new Regulations provide employers with the discretion to reintroduce the 85 year rule (referred to as 'switching back on' the 85 year rule) to waive the reductions to the member's benefits and meet the extra costs arising due to early release of benefits.

The options outlined in the report were:

- (a) To consider each occurrence as it arises subject to the financial implications for the employer.
- (b) To consider 'switching on' the 85 year rule for individual applications where there is a financial or other benefit to the employer.
- (c) Any decision to 'switch on' the 85 year rule will be considered on compassionate grounds in exceptional circumstances subject to the employee's exceptionally difficult personal and domestic circumstances.
- (d) Under no circumstances will the Scheme employer agree to 'switch on' the 85 year rule.

The officer recommendation was **(b) to consider 'switching on' the 85 year rule for individual applications where there is a financial or other benefit to the employer** as the costs to the council of waiving actuarial reduction for a staff member opting to leave the council under the 85 year rule may be less than cost to the council of making that individual redundant.

The Committee considered the options available. Members debated whether 'or other' should be deleted from the proposal. Some Members argued that the Council's discretion should not be restricted to purely financial benefit but others felt that the Council needed to safeguard its position and the policy needed to be both transparent and applied equitably.

Employment & Appeals Committee - 11.08.14

It was proposed that the words 'or other' be removed from recommendation (b). Following a vote it was agreed by 6 votes to 1 vote against [Councillor Coad requested that her dissent be recorded]:

- (b) To consider 'switching on' the 85 year rule for individual applications where there is a financial benefit to the employer.

LGPS 2013 Regulation 9(1) (3) – Contributions

Each year a Scheme employer is required to assess each of its Scheme members' actual pensionable pay as at 1st April. The discretion under Regulation 9(1) (3) provides a Scheme employer with the opportunity to apply a different contribution rate if an employee's salary changes during the financial year.

The options outlined in the report were:

- (a) To set employee contribution rates at 1st April each year and make no changes throughout the year.
- (b) To make changes to employee contribution rates throughout the year from the effective date of any change in employment or material change to the rate of pensionable pay received.
- (c) To consider a change to an employee's rate of pay where the employee requests a review as a result of a change in employment or material change in pensionable pay.

The officer recommendation was **(b) to make changes to employee contribution rates throughout the year from the effective date of any change in employment or material change to the rate of pensionable pay received** to ensure that the right levels of contributions to the pension scheme were being made by staff and reduce costs to the Council.

The Committee considered the options available. It was proposed and agreed that option (b) be agreed.

LGPS 2013 Regulation 17(1) – Shared Cost Additional Voluntary Contributions

Employees members may enter into arrangements to pay additional voluntary contributions to increase the value of their pension. The Scheme employer needs to determine whether or not it will make contributions to such an arrangement on behalf of its active members.

The options outlined in the report were:

- (a) To consider using this discretion where a sufficient benefit to the employer can be justified.
- (b) Not to apply this discretion.

Employment & Appeals Committee - 11.08.14

The officer recommendation was **(b) not to apply this discretion** as the pension scheme already provided a 'good' level of benefits to employees and the Council has not historically funded AVC's.

The Committee considered the options available. It was proposed and agreed that option (b) be agreed.

LGPS 2013 Regulation 22 (7) 22 (8) – Merging of Deferred Member Pension Accounts with Active Member Pension Account and LGPS 2013 Regulation 100(6) – Inward Transfers of Pension Rights

These two discretions relate to the arrangements and timescales for making decisions regarding bringing together pensions from a previous employer. Current arrangement allows a period of 12 months for an employee to make decisions regarding the arrangements for previous pensions. This discretion would extend that 12 month period.

The officer recommendation was to **not extend the 12 month period**. It was proposed and agreed not to extend the 12 month period.

Regulation 21(5) – Assumed Pensionable Pay

Assumed pensionable pay is calculated when a member: enters a period of reduced contractual pay or no pay due to sickness or injury; or is absent during a period of paid child-related leave; or is absent on reserve forces service leave; or retires with an entitlement to a Tier 1 or Tier 2 ill health retirement; or dies in service.

The Council needs to decide whether or not to include in the calculation of assumed pensionable pay, any 'regular lump sum payment' received by the member in the 12 months preceding the date that any of the circumstances listed above occurred. Regular lump sum payments would include honorarium allowances and overtime payments.

The options outlined in the report were:

- (a) Each case will be examined at the appropriate time.
- (b) No 'regular lump sum payments' will ever be included in the calculation of assumed pensionable pay.
- (c) 'Regular lump sum payments' will always be included in the calculation of assumed pensionable pay.

The officer recommendation was **(c) 'Regular lump sum payments' will always be included in the calculation of assumed pensionable pay** to ensure the scheme remains fair and transparent and staff receive benefits that are proportionate to the role they have carried out for the organisation.

The Committee considered the options available. It was proposed and agreed that option (c) be agreed.

Employment & Appeals Committee - 11.08.14

The Committee requested a report to a future meeting outlining the use of honorariums within the Council.

Regulation 14 of the Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011

Members were advised that there were a number of discretions relating to paying further pensions to staff as a result of injury or diseases contracted in the course of carrying out their employment.

The Council had already made provisions in relation to injury through its Personal Accident Insurance Policy which already carries a high level of cover sufficient to compensate an employee or their family should this situation arise. It was therefore felt that no further discretions are necessary. Members were advised that this discretion would be reviewed should the Council's insurance cover relating to death or injury change and affect the level of benefits provided.

It was proposed and agreed not to apply Regulation 14 discretion.

RESOLVED:

- (a) LGPS 2013 Regulation 16
Not to fund an employee's Additional Pension Contributions.
- (b) LGPS 2013 Regulation 30(6)
To consider Individual applications where there is a financial or other benefit to the employer and subject to there being no detrimental impact on the service.
- (c) LGPS 2013 Regulation 30(8)
To consider Individual applications where there is a financial benefit to the employer and subject to there being no detrimental impact on the service.
- (d) LGPS 2013 Regulation 31
Not to apply this discretion.
- (e) LGPS (Transitional Provisions and Savings) 2014 Schedule 2; (2) and (3)
To consider 'switching on' the 85 year rule for individual applications where there is a financial benefit to the employer.
- (f) LGPS 2013 Regulation 9(1) (3)
To make changes to employee contribution rates throughout the year from the effective date of any change in employment or material change to the rate of pensionable pay received.
- (g) LGPS 2013 Regulation 17(1)
Not to apply this discretion.
- (h) LGPS 2013 Regulation 22 (7) 22 (8)
Not to extend the 12 month period.

Employment & Appeals Committee - 11.08.14

- (i) LGPS Regulation 21(5)
'Regular lump sum payments' will always be included in the calculation of assumed pensionable pay.
- (j) LGPS Regulation 14
Not to apply this discretion.

12. Date of Next Meeting - Monday 20th October 2014

The date of the next meeting was confirmed as 20th October 2014.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.10 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 20th October 2014

CONTACT OFFICER: Kevin Gordon, Assistant Director Professional Services

WARD(S): All

PART 1
FOR INFORMATION**SICKNESS ABSENCE PERFORMANCE UPDATE****1 Purpose of Report**

To provide members with an update on the continuing progress of reducing the Council's Sickness absence, including supporting appendices which show the performance figures and the Council's Overall Sickness Absence Balanced Scorecard.

2 Recommendation(s)/Proposed Action

The report is submitted to the Employment and Appeals Committee for information only.

3 Supporting Information

Sick days for the year 1st August 2013 to 31st July 2014 were 8.6 days per fte in comparison with the same period for the previous year of 8.4 days per fte. This figure is above the target of 6.8 days which the Council was hoping to achieve by September 2014.

Slough's sickness days lost per fte continues to be better than the Unitary Authorities benchmark of 10.22 days lost per fte. Although, is still above the national average of 4.4 days (which includes private, voluntary and public sector organisations).

The sickness absence balanced scorecard has continued to be reported at management team meetings to monitor sickness absence in service areas. It highlights to senior management where relevant action is being taken or not, in accordance with the sickness absence policy. Additional support to help manage sickness levels in the Wellbeing Directorate is being provided by the HR team, led by the Directorate Senior Management team.

Appendix 1 – shows the graph of sickness absence rates per month (expressed as Full Time Equivalent Days lost FTE) up to July 2014. Since the last report to Committee in June there has been an increase in days lost May (+0.3 days), a reduction in June (-0.1 days) and remaining the same for July with a figure of 0.7 sick days per FTE.

Appendix 2 provides a summary of the balanced scorecards by Directorate over the last year up to July 2014.

The overall management score for the Council is 64.6 therefore this indicates that as a Council we are beginning to positively managing sickness absence.

To improve the Councils management score compliance with the sickness absence policy is necessary. In particular managers undertaking formal meetings with employees when they hit trigger points and progressing through the different stages of the policy. 97.9% of managers and supervisors have attended the Sickness Absence Training.

From the Directorate Scorecards there is evidence that individual directorates are managing sickness absence in their service areas with 2 out of the 4 Directorates meeting the target of 6.8 days. The table below gives the comparative data for each directorate.

Directorate	Actual Number of Days
Chief Executives	5.9
Customer and Communities	6.5
Resources, Housing and Regeneration	6.9
Wellbeing	11.1

It is recognised that the Wellbeing Directorate, which has the largest workforce, is showing the greatest number of days lost. This is not unusual as it is recognised that the sickness absence rate will be higher in this directorate due to the nature of the work undertaken i.e. front line support to vulnerable clients. Therefore we have undertaken a benchmarking exercise to ascertain if a different target needed to set. Benchmark data has indicated that social care services are prone to higher levels of sickness and therefore a revised target is being set for Wellbeing.

Occupational Health is a vital component to ensure relevant medical advice is sought in a timely manner. The data below identifies the number of staff that did not attend (DNA) their appointments. The number of staff not attending appointment has reduced from 8 to 6 in this quarter.

Month	%	Number	Management Action
May	3.5% *	2 DNA's	1 person left so no further action and 1 SSP
June	5%*	2 DNA's	1 formal action via disciplinary procedure for consecutive DNA's. 1 Management Instruction
July	4.4%*	2 DNA's	2 Management Instruction

* NB: DNA's are calculated based on the number of booked appointments.

The most common reasons given for sickness absence for the period 1st March 2014 to 31st August 2014 for the Council is as follows:

	Sick Reason	Total Days	% of Days Lost
Council	Skeletal, breaks/sprains	890	21%
	Stress	781	18%
	Other	710.5	17%
	Infections	136.5	3%
	Total Days lost	4244	

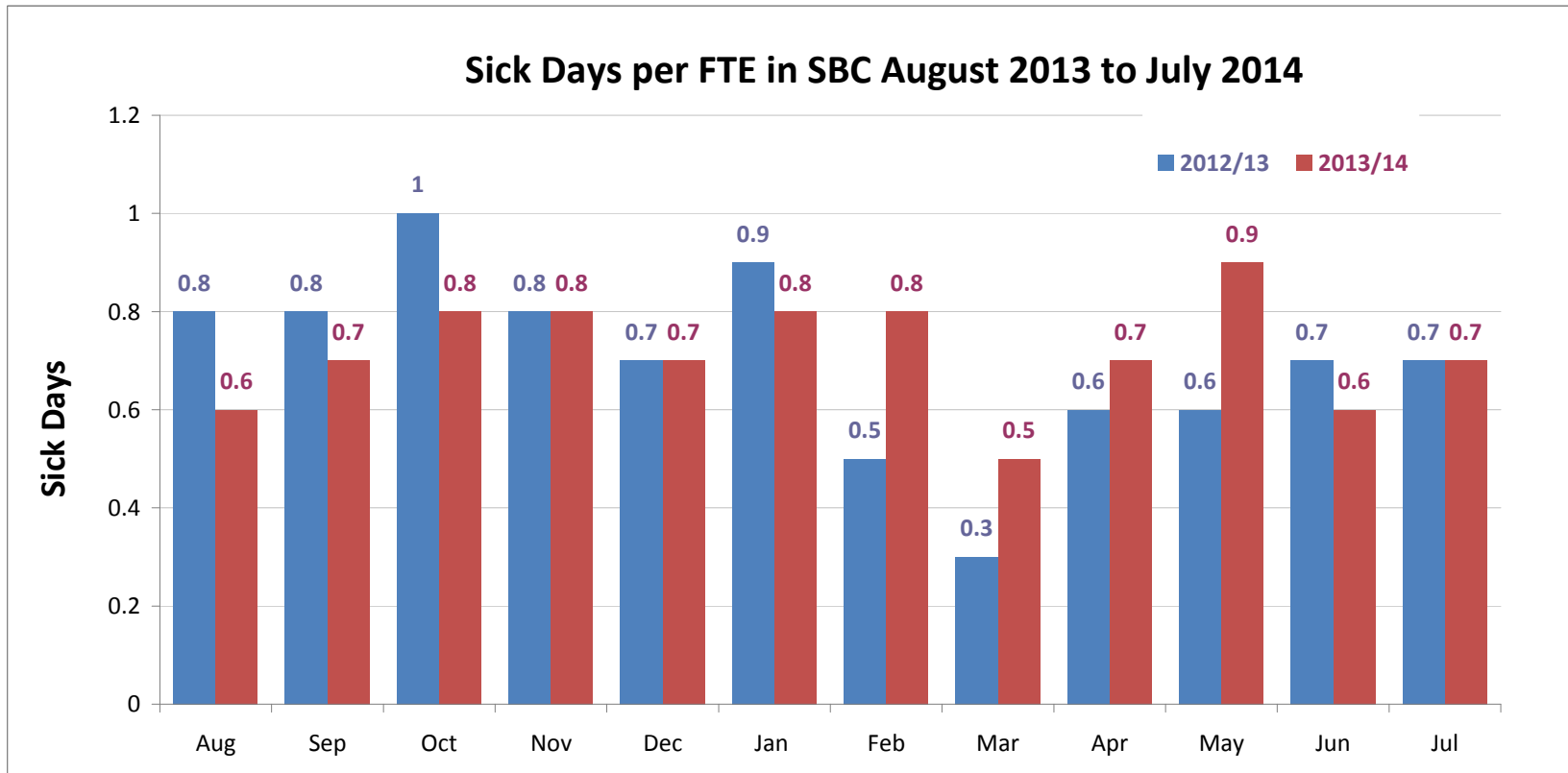
Skeletal, breaks and sprains is the highest reason for absence and the Wellbeing Directorate has the highest number of skeletal and back problems which are common within occupational groups working in this directorate (e.g. care staff). To tackle this, additional physiotherapy support is to be provided to this staff group.

Mental health problems such as stress, depression and anxiety contributed to a significant number of days of work lost. In addition to the publicity of the Employee Counselling service (Optum), work is being developed as part of the Employee Wellbeing Project to identify initiatives via our Community Mental Health team to identify mechanisms for staff to cope with stress and assistance for managers to address mental health problems.

The category 'other' contributes to a significant number of days lost, however 'other' could be defined in any of the other sickness categories. Further work is being undertaken to ensure managers investigate the reason for absence with their staff to ensure that sickness is recorded correctly. This will then give a true reflection of the Councils sickness days lost.

Currently infections such as coughs, colds, chest infections are typically shorter term absence however account for a high number of days lost across the authority.

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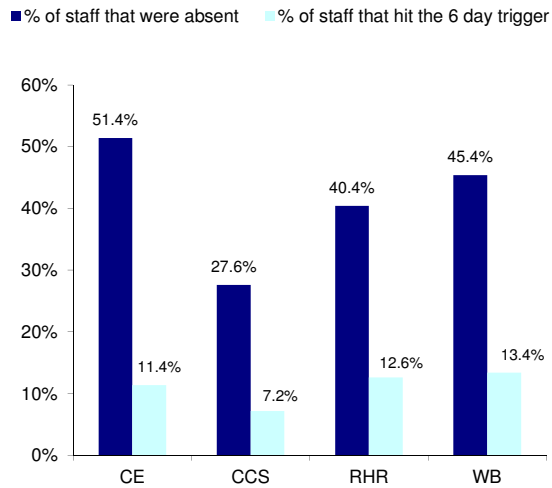
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Please see enclosed the Sickness Balanced Scorecard for July 2014 for SBC, CE, CCS, RHR and WB. Also see attached the sick days per FTE from August 13 to July 14.

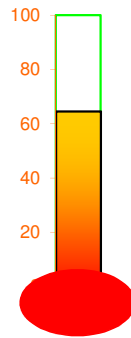
Sickness Balanced Scorecard - July 2014 Report SBC (Feb 14 - July 14)

	CE 70	CCS 333	RHR 223	WB 524	Total 1150
Number of staff overall					
Staff sick for at least 1 day	36	92	90	238	456
Staff that met the 6 day sickness trigger	8	24	28	70	130
Staff had stage 1 meeting when 6 day trigger met	3	10	12	25	50
Staff with further absence after stage 1 meeting	0	2	6	12	20
If further sickness, stage 2 meeting taken place	0	0	1	3	4
Staff with further sickness after stage 2 meeting	0	0	1	2	3
Staff that have had a Director Review	0	0	0	0	0
Managers attended or booked onto absence course	13	66	53	101	233

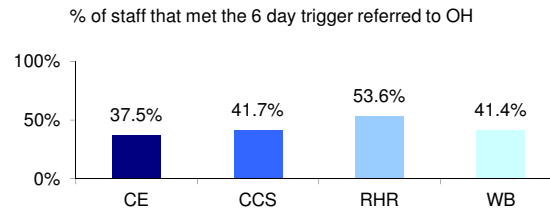
How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.



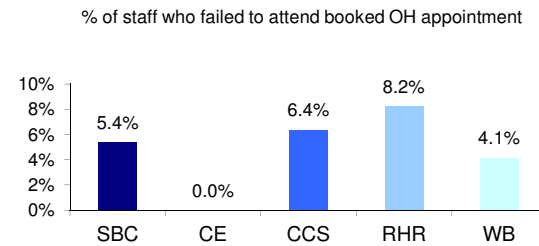
Overall Sickness Management Score **64.6**



The Overall Score has components weighted at:
 50% Applying Policy
 25% Course Attendance
 25% OH Attendance.



How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



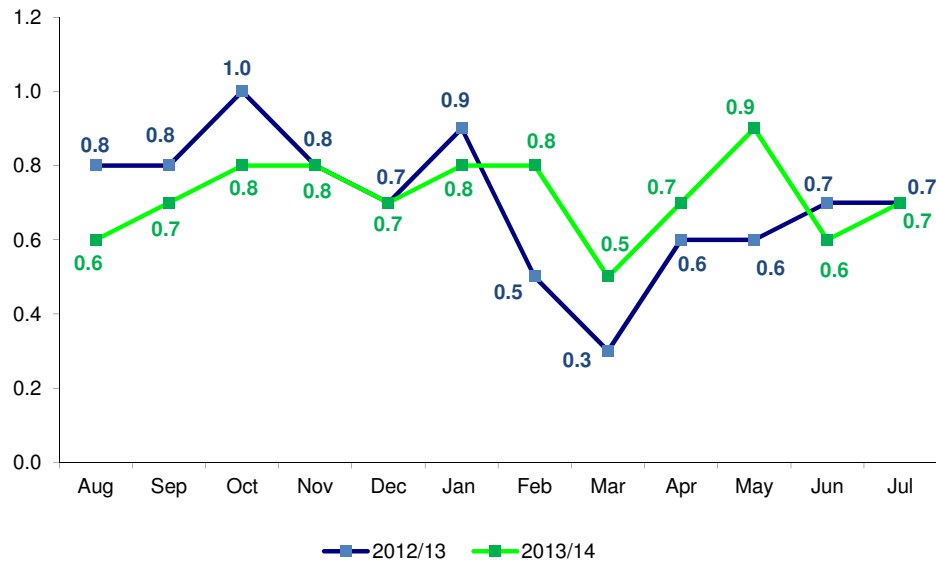
Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - July 2014 Report
SBC (Feb 14 - July 14)**

Percentage of sick days per reason

HR has received feedback regarding this area and have therefore commissioned a report for reasons of sickness within SBC; and how we can use this important information to improve staff wellbeing.

Number of sick days per FTE (Monthly)



Actuals	
Year to Date Number of Days (August 13 - July 14)	8.6
Average Per Month (Days)	0.72

Council Targets	
Year to Date Target for Sep 2014 (Days per year)	6.8
Year to Date Target for Sep 2014 (Average Per Month)	0.57

Sickness Balanced Scorecard - July 2014 Report Chief Executive (Feb 14 - July 14)

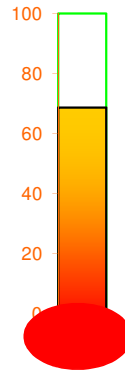
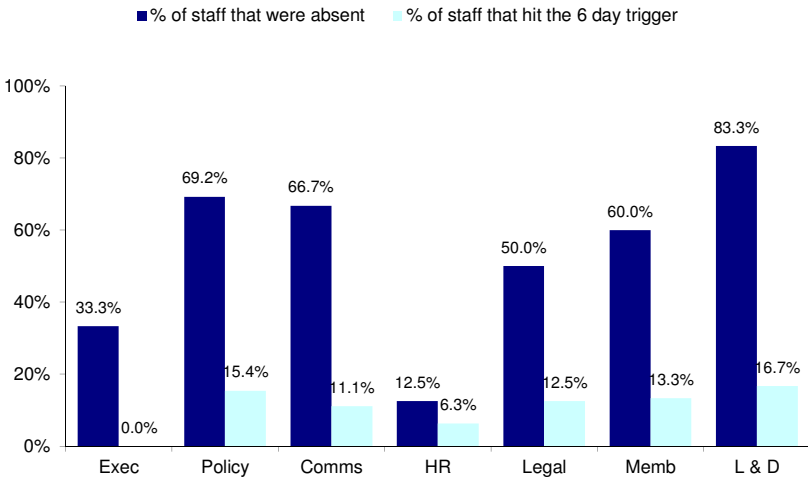
	Executive Office		Policy		Communications		HR Services		Legal Services		Corp Memb Serv		Learning & Dev		Total	
Number of staff overall	3		13		9		16		8		15		6		70	
Staff sick for at least 1 day	1	33.3%	9	69.2%	6	66.7%	2	12.5%	4	50.0%	9	60.0%	5	83.3%	36	51.4%
Staff that met the 6 day sickness trigger	0	0.0%	2	15.4%	1	11.1%	1	6.3%	1	12.5%	2	13.3%	1	16.7%	8	11.4%
Staff had stage 1 meeting when 6 day trigger met	0	-	1	50.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1	100.0%	3	37.5%
Staff with further absence after stage 1 meeting	0	-	0	0.0%	0	-	0	0.0%	0	-	0	-	0	0.0%	0	0.0%
If further sickness, stage 2 meeting taken place	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Staff with further sickness after stage 2 meeting	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Staff that have had a Director Review	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Managers attended or booked onto absence course	-	-	1	100.0%	2	100.0%	3	100.0%	2	100.0%	4	100.0%	1	100.0%	13	100.0%

How can I improve this?

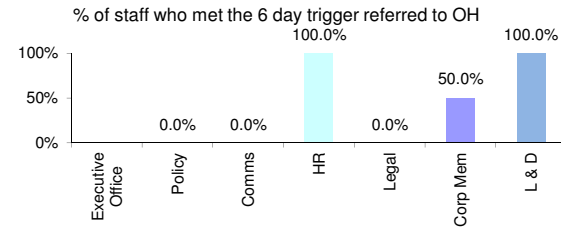
- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
- Ensure managers are returning the completed tracker sheets within the

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Overall Sickness Management Score **68.8**

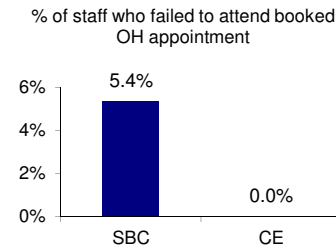


The Overall Score has components weighted at:
50% Applying Policy
25% Course Attendance
25% OH Attendance.



How can I improve this?

- Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

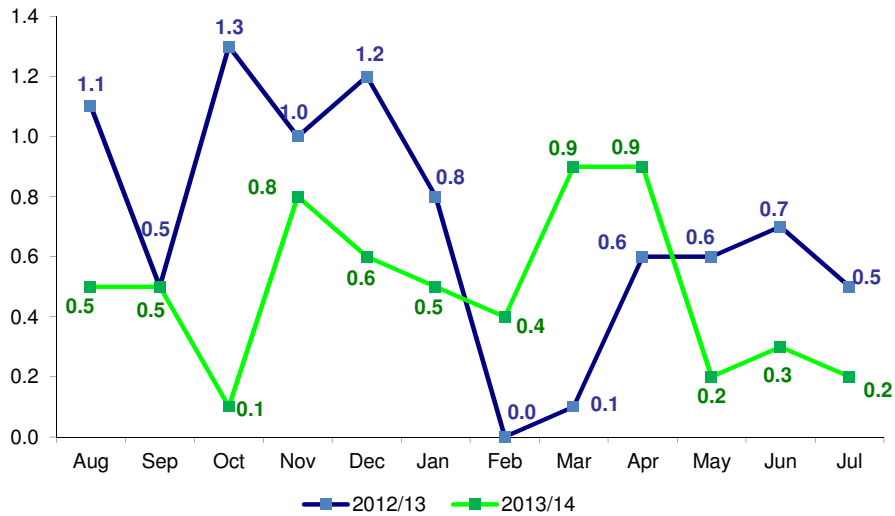
**Sickness Balanced Scorecard - July 2014 Report
Chief Executive (Feb 14 - July 14)**

Percentage of sick days per reason (1st Feb - 31st July)

HR has received feedback regarding this area and have therefore commissioned a report for reasons of sickness within SBC; and how we can use this important information to improve staff wellbeing.

Number of sick days per fte (monthly)

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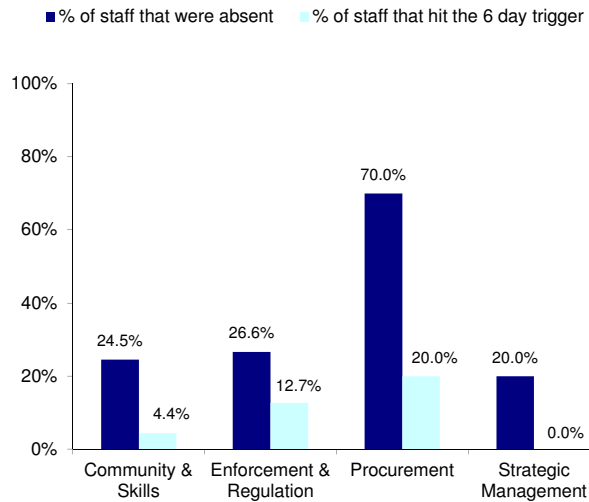
Actuals	
Year to Date Number of Days (August 13 - July 14)	5.9
Average Per Month (Days)	0.49

Council Targets	
Year to Date Target for Sep 2014 (Days per year)	6.8
Year to Date Target for Sep 2014 (Average Per Month)	0.57

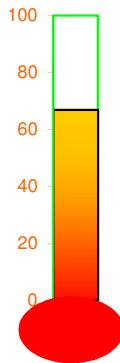
Sickness Balanced Scorecard - July 2014 Report Customer & Community Services (Feb 14 - July 14)

	Community & Skills 229	Enforcement & Regulation 79	Procurement 20	Strategic Management 5	Total 333					
Number of staff overall										
Staff sick for at least 1 day	56	24.5%	21	26.6%	14	70.0%	1	20.0%	92	27.6%
Staff that met the 6 day sickness trigger	10	4.4%	10	12.7%	4	20.0%	0	0.0%	24	7.2%
Staff had stage 1 meeting when 6 day trigger met	6	60.0%	2	20.0%	2	50.0%	0	-	10	41.7%
Staff with further absence after stage 1 meeting	1	16.7%	0	0.0%	1	50.0%	0	-	2	20.0%
If further sickness, stage 2 meeting taken place	0	0.0%	0	-	0	0.0%	0	-	0	0.0%
Staff with further sickness after stage 2 meeting	0	-	0	-	0	-	0	-	0	-
Staff that have had a Director Review	0	-	0	-	0	-	0	-	0	-
Managers attended or booked onto absence course	35	100.0%	31	100.0%	-	-	-	-	66	100.0%

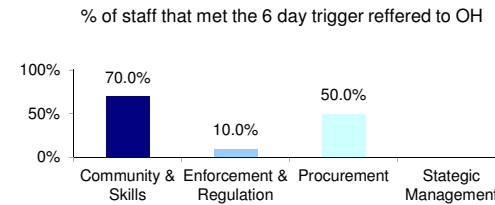
How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.



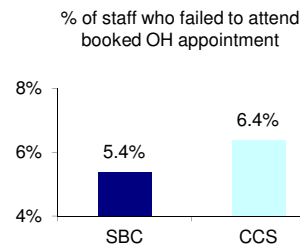
Overall Sickness Management Score **66.9**



The Overall Score has components weighted at:
 50% Applying Policy
 25% Course Attendance
 25% OH Attendance.



How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



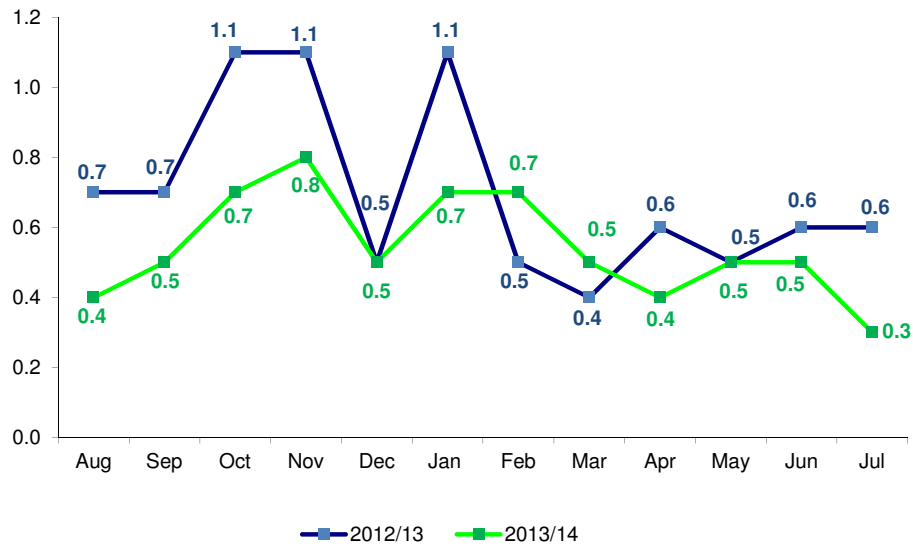
Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - July 2014 Report
Customer & Community Services (Feb 14 - July 14)**

Percentage of sick days per reason (1st Feb - 31st July)

HR has received feedback regarding this area and have therefore commissioned a report for reasons of sickness within SBC; and how we can use this important information to improve staff wellbeing.

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (August 13 - July 14)	6.5
Average Per Month (Days)	0.54

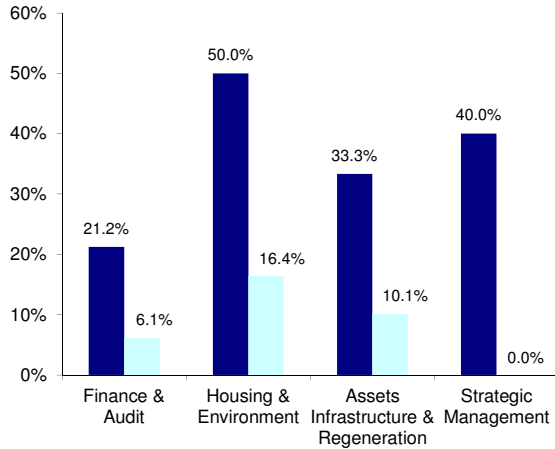
Council Targets	
Year to Date Target for Sep 2014 (Days per year)	6.8
Year to Date Target for Sep 2014 (Average Per Month)	0.57

Sickness Balanced Scorecard - July 2014 Report Resources Housing & Regeneration (Feb 14 - July 14)

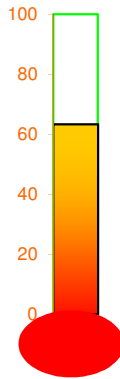
	Finance and Audit 33	Housing & Environment 116	Asset Inf & Regeneration 69	Strategic Management 5	Total 223
Number of staff overall					
Staff sick for at least 1 day	7 (21.2%)	58 (50.0%)	23 (33.3%)	2 (40.0%)	90 (40.4%)
Staff that met the 6 day sickness trigger	2 (6.1%)	19 (16.4%)	7 (10.1%)	0 (0.0%)	28 (12.6%)
Staff had stage 1 meeting when 6 day trigger met	2 (100.0%)	6 (31.6%)	4 (57.1%)	0 (-)	12 (42.9%)
Staff with further absence after stage 1 meeting	2 (100.0%)	3 (50.0%)	1 (25.0%)	0 (-)	6 (50.0%)
If further sickness, stage 2 meeting taken place	0 (0.0%)	1 (33.3%)	0 (0.0%)	0 (-)	1 (16.7%)
Staff with further sickness after stage 2 meeting	0 (-)	1 (100.0%)	0 (-)	0 (-)	1 (100.0%)
Staff that have had a Director Review	0 (-)	0 (0.0%)	0 (-)	0 (-)	0 (0.0%)
Managers attended or booked onto absence course	14 (100.0%)	23 (100.0%)	16 (100.0%)	- (-)	53 (100.0%)

How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.

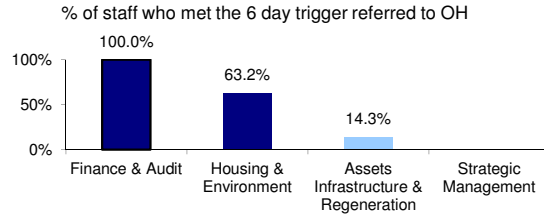
■ % of staff that were absent ■ % of staff that hit the 6 day trigger



Overall Sickness Management Score **63.4**

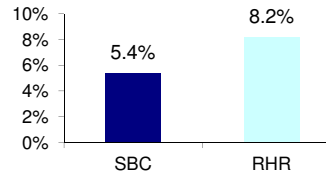


The Overall Score has components weighted at:
 50% Applying Policy
 25% Course Attendance
 25% OH Attendance.



How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage

% of staff who failed to attend booked OH appointment



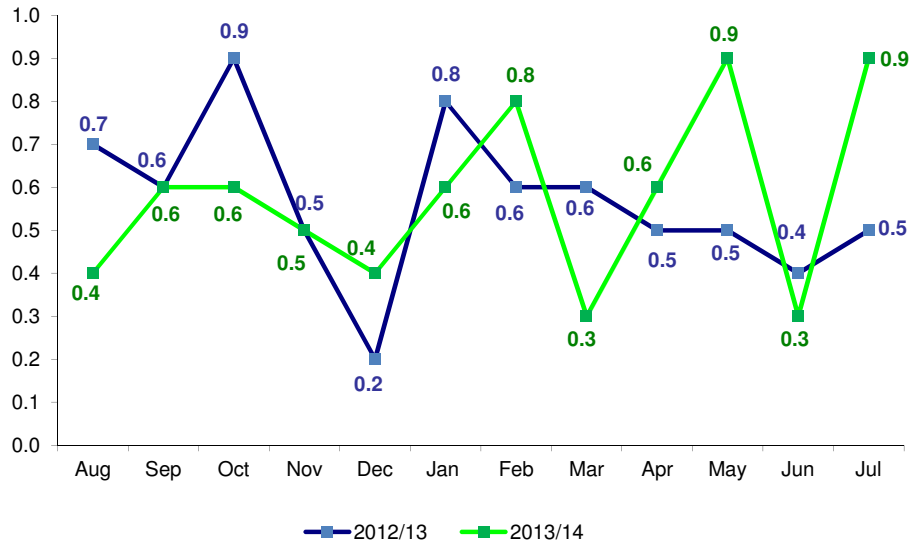
Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - July 2014 Report
Resources Housing & Regeneration (Feb 14 - July 14)**

Percentage of sick days per reason (1st Feb - 31st July)

HR has received feedback regarding this area and have therefore commissioned a report for reasons of sickness within SBC; and how we can use this important information to improve staff wellbeing.

Number of sick days per fte (monthly)



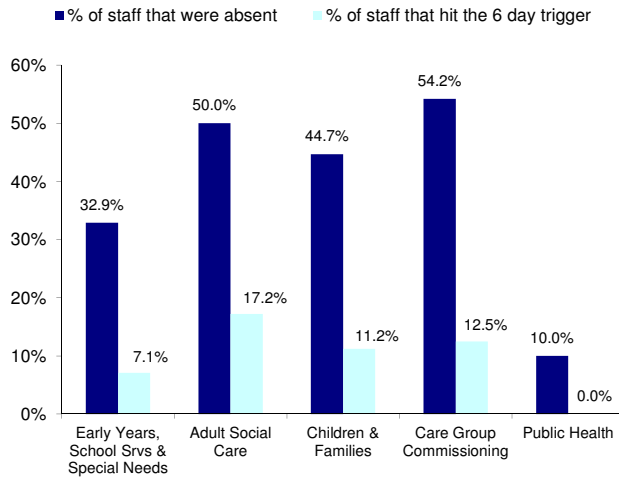
Actuals	
Year to Date Number of Days (August 13 - July 14)	6.9
Average Per Month (Days)	0.58

Council Targets	
Year to Date Target for Sep 2014 (Days per year)	6.8
Year to Date Target for Sep 2014 (Average Per Month)	0.57

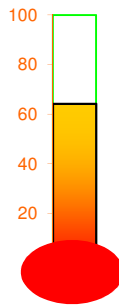
Sickness Balanced Scorecard - July 2014 Report Wellbeing (Feb 14 - July 14)

	Early Years & School Svcs	Adult Social Care	Children & Families	Care Group Commissioning	Public Health	Total
Number of staff overall	70	250	170	24	10	524
Staff sick for at least 1 day	23 32.9%	125 50.0%	76 44.7%	13 54.2%	1 10.0%	238 45.4%
Staff that met the 6 day sickness trigger	5 7.1%	43 17.2%	19 11.2%	3 12.5%	0 0.0%	70 13.4%
Staff had stage 1 meeting when 6 day trigger met	2 40.0%	20 46.5%	3 15.8%	0 0.0%	0 -	25 35.7%
Staff with further absence after stage 1 meeting	1 50.0%	9 45.0%	2 66.7%	0 -	0 -	12 48.0%
If further sickness, stage 2 meeting taken place	1 100.0%	2 22.2%	0 0.0%	0 -	0 -	3 25.0%
Staff with further sickness after stage 2 meeting	0 0.0%	2 100.0%	0 -	0 -	0 -	2 66.7%
Staff that have had a Director Review	0 -	0 0.0%	0 -	0 -	0 -	0 0.0%
Managers attended or booked onto absence course	10 100.0%	40 93.0%	43 95.6%	5 100.0%	3 100.0%	101 95.3%

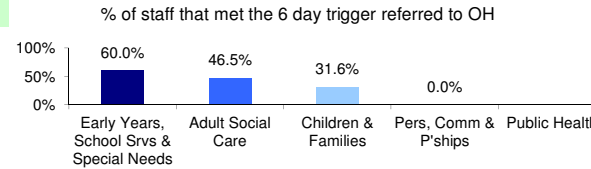
How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.



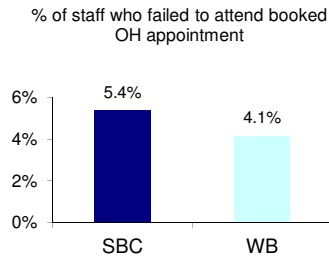
Overall Sickness Management Score **64.3**



The Overall Score has components weighted at:
 50% Applying Policy
 25% Course Attendance
 25% OH Attendance.



How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



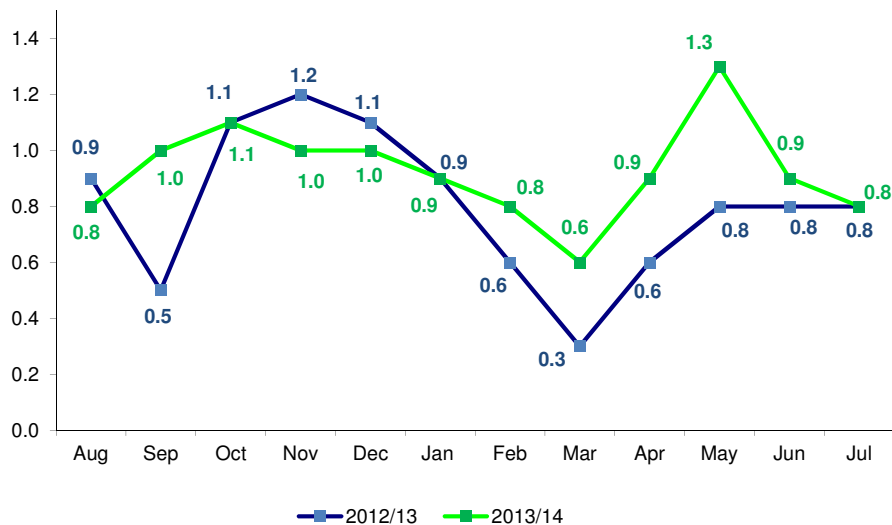
Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - July 2014 Report
Wellbeing (Feb 14 - July 14)**

Percentage of sick days per reason (1st Feb - 31st July)

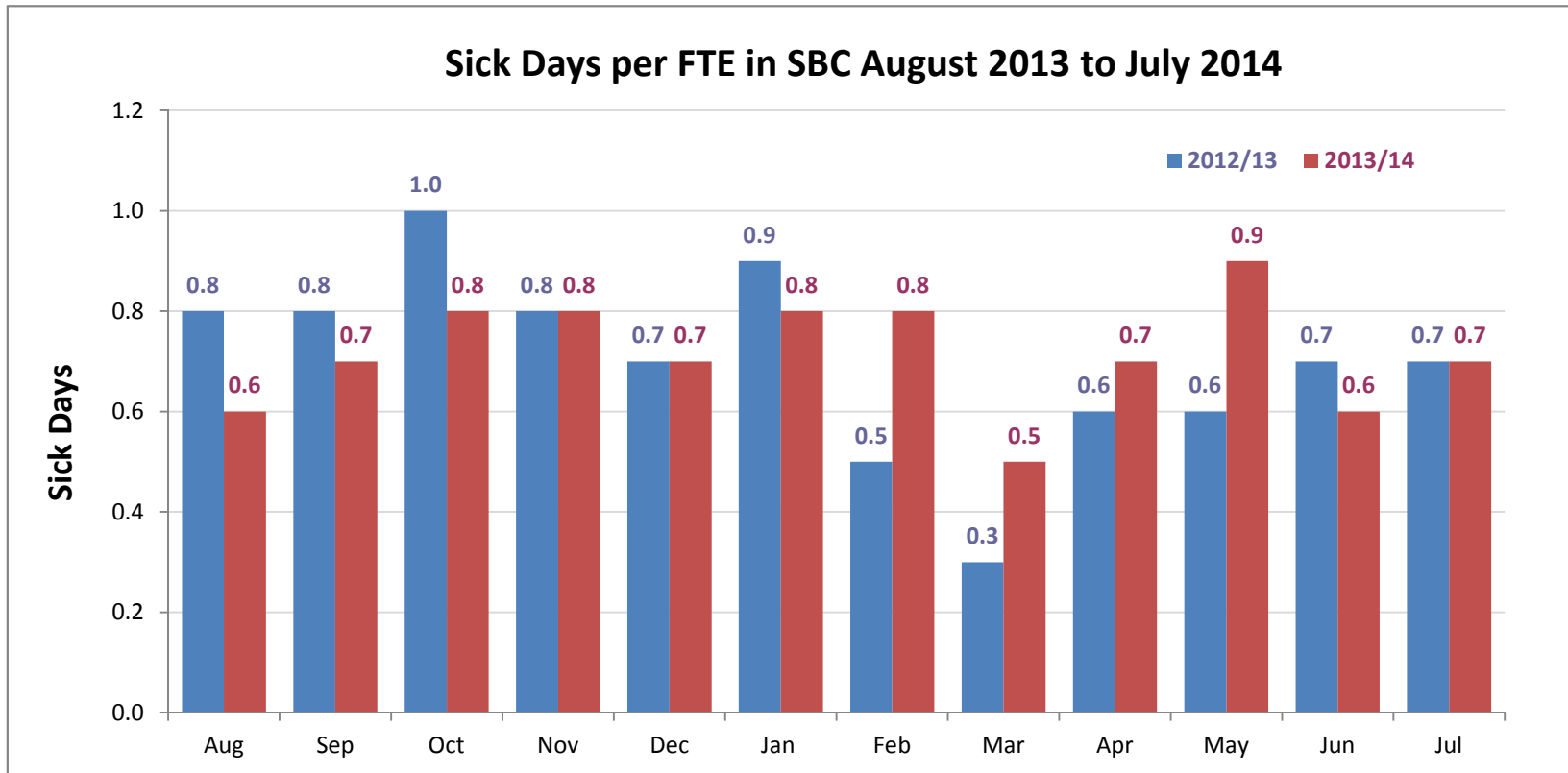
HR has received feedback regarding this area and have therefore commissioned a report for reasons of sickness within SBC; and how we can use this important information to improve staff wellbeing.

Number of sick days per FTE (Monthly)

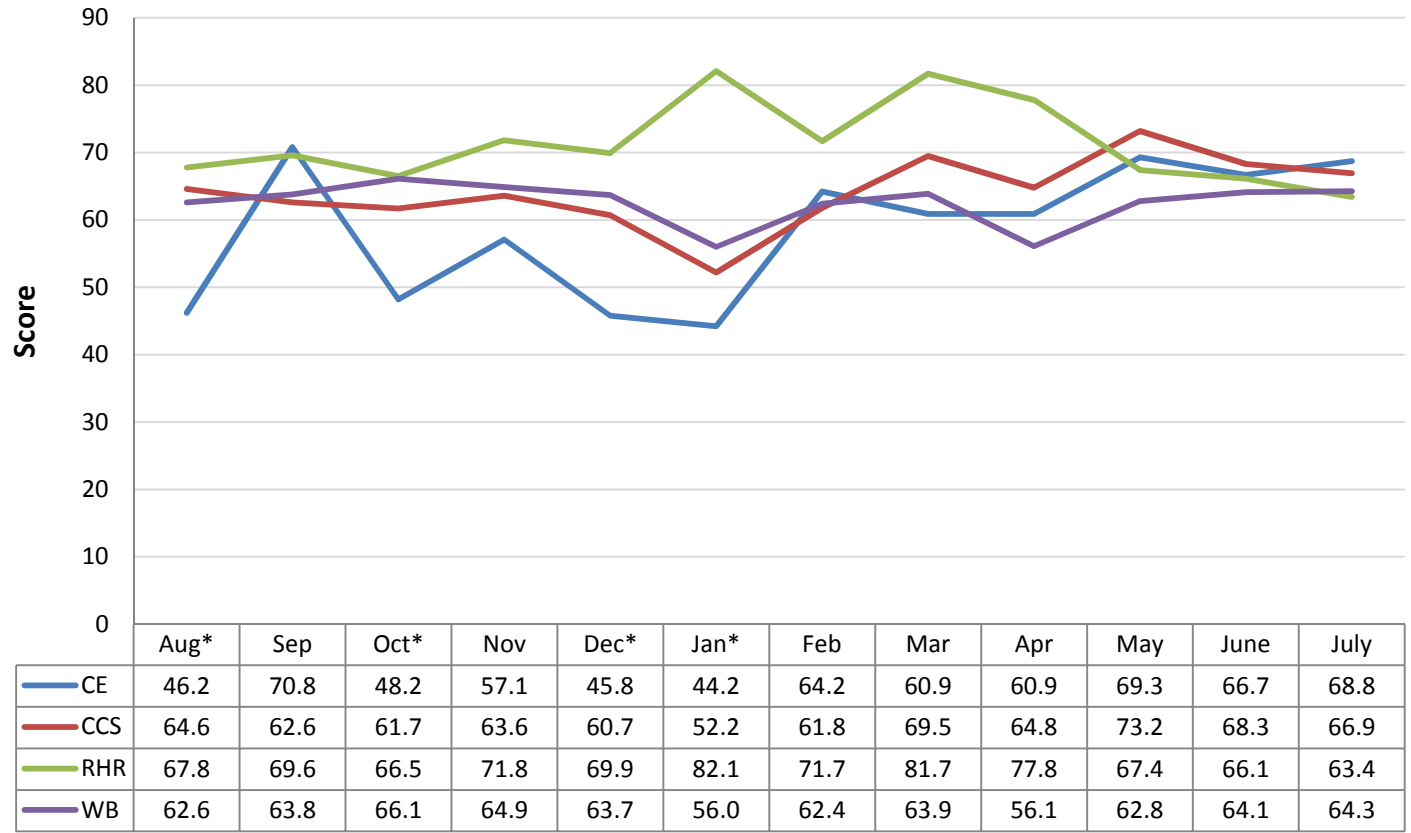


Actuals	
Year to Date Number of Days (August 13 - July 14)	11.1
Average Per Month (Days)	0.93

Council Targets	
Year to Date Target for Sep 2014 (Days per year)	6.8
Year to Date Target for Sep 2014 (Average Per Month)	0.57



Overall Management Score August 2013 to July 2014



* Please note: In the August, October, December and January 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.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 20th October 2014

CONTACT OFFICER: Kitty Ferris, Assistant Director, Children, Young People and Families, Wellbeing
Karl Davis, Head of Service

(For all enquiries) (01753) 690901

WARD(S): All

PART 1
FOR INFORMATION

Recruitment in Children Services Update and Step up to Social Work Programme

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 to this Committee in April this year. Further it gives information that committee members requested regarding how the Step up to Social Work Programme is working in SBC.

2 Recommendation(s)/Proposed Action

The Employment & Appeals Committee to note the contents of the report.

3 Supporting Information

Members will be aware that the 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.

At a meeting of this Committee in April the action plan arising from the above was described. Below is a progress report on what has been done and the impact of this work.

What have we done?

- Undertaken a regional benchmarking exercise and developed and agreed proposals for recruitment and retention incentives for social workers and managers in front line social work teams
- Re-designed recruitment and promotional materials (using our staff to promote working in social work in Slough) and undertaken a national recruitment campaign. 14 candidates have been offered and accepted posts.

Practice Managers	4
Consultant Practitioner	1
Experienced Social Worker	3
Newly Qualified Social Worker	6

- Put in place a comprehensive 12 month programme of support (including 'restricted' case loads) and development for newly qualified social workers. Our current cohort of 5 will complete this programme in February 2015. Our second cohort of newly qualified social workers (7) have been recruited and started with us at the beginning of September. They will undertake the 12 month programme, with an overlap with the first cohort. The second cohort undertook a month's induction programme prior to starting work in their new teams. The purpose of this was to familiarise the newly qualified social workers with Slough children and families services and to undertake some basic training to prepare them for the transition.
- Re-designed (with the support of colleagues in Facilities Management) the working environment of our social work teams, so that teams now have their own bank of desks and managers are able to sit along side their team with a business support officer to each team. Created some break out areas on the floor where confidential discussions are able to take place.
- Children, Young People and Family Services now have a stable senior management team covering the Early Help and Social Care services. In December we had one permanent Head of Service in post, we now have all 5 posts covered by permanent appointment or other long term arrangements.

What is the impact?

- We are predicting to reach our target of 80:20 permanent to agency social work staff by October 2016, ahead of the February 2017 target.
- 8 of the 11 front line social work teams should have permanent first line managers in post before December. This is an essential pre-condition to stability, attracting more permanent social workers and continuing to improve the quality of social work
- Morale is good and permanent staff feel valued.
- Our 2 cohorts of newly qualified social workers are being well supported whilst they learn to be 'good' social workers. By September 2015, assuming all remain working with us, we will have 'grown' 12 permanent social workers who are working towards becoming experienced practitioners

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.

Step up to Social Work Programme

The Step Up to Social Work Initiative is a government incentive to encourage graduates from other professionals to come into Social Work on a fast track programme.

The programme has a robust and rigorous recruitment process and there is an expectation that the students from this selection process will be of high quality. Their experiences on placement are designed to equip them with a sound foundation to start work as a newly qualified social worker on the Assessed Year in Practise Scheme. The idea behind this is that Slough will 'grow their own' social work staff within the programme which is being

rolled out to help with the recruitment difficulties into social work of the 'right kind of people, with the right kind of skills.'

Currently Slough has two students on placement through this programme. The students have now completed their first year and have started their second placement. This will run until March 2015 when, hopefully they will pass, and make appropriate applications to Slough for paid permanent employment.

The Step Up scheme will also be running in 2015, consideration is being given to increasing the number of students through this programme.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 20th October 2014
CONTACT OFFICER: Kevin Gordon, Assistant Director, Professional Services
(For all enquiries) (01753) 875095
WARD(S): All

PART 1
FOR INFORMATION

Update on the use of Honorarium Payments

1 Purpose of Report

This report has been produced for Members following a request to update the committee on how honorarium payments are awarded to staff.

2 Recommendation(s)/Proposed Action

The Employment & Appeals Committee to note the contents of the report.

3 Supporting Information

The Council has an agreed honorarium scheme which provides managers with a mechanism to reward individual employees for exceptional contributions to the work of the council which are above the normal remit of their substantive post. These contributions are normally of a temporary nature and include:

- undertaking part of the duties of a higher graded post over an extended period
- undertaking additional duties and responsibilities which are exceptionally onerous
- undertaking project work outside the scope of the substantive post

There are other situations which may arise whereby managers may need to exercise their discretion as to whether an employee should be rewarded in recognition of their contributions for specific work.

Please note that honoraria payments are not paid when an overtime payment would be appropriate.

There is a strict authorisation process to ensure that payments are consistent and fairly reflect the nature of the additional contribution made. The HR professional team contribute to the discussion and provide guidance on what would be a suitable payment, taking into account the nature of the work undertaken, or the level of the post for which additional duties are being undertaken on a temporary, and sometimes extended, basis.

The Council's published guidance note is available on SBCInsite and clearly sets out the purpose of the honorarium payment scheme and provides guidance regarding an appropriate level of payment and the agreed authorisation process for implementation and monitoring. This is attached to this report as Appendix A.

A breakdown of the honorarium payments made for the period 1st March 2014 to 31st August 2014 -6 month period) are shown below:

Directorate	Reason for payment	Date of payment	Amount of payment £	Totals per directorate
CCS	Recognition of additional responsibilities	08/05/14	898.5	
CCS	Covering duties of vacant post	08/05/14	888	
CCS	Undertaking additional duties	04/08/14	1200	
CCS	Undertaking additional duties	04/08/14	1812.5	4799
RHR	Undertaking additional duties	15/05/14	671	
RHR	Undertaking additional duties	15/05/14	671	
RHR	Undertaking additional duties	15/05/14	587	
RHR	Undertaking additional duties	04/06/14	450	
RHR	Additional workload due to vacant posts	10/06/14	877.77	
RHR	Additional workload due to vacant posts	10/06/14	886.85	
RHR	Recognition of support provided due to vacant post	23/06/14	447.32	4590.94
Wellbeing	Acting up responsibilities	30/06/14	445	
Wellbeing	Undertaking duties at a higher level	31/07/14	156.6	601.6
CE	Covering for an absent member of staff	09/06/14	220	
CE	Additional work in recovering monies for the council	30/06/14	190	410
TOTAL PAYMENTS FOR PERIOD 01/03/2014 to 31/08/2014				10,401.54

Conclusion:

The data shows that payments are awarded in cases where staff are covering vacant, and sometimes higher level, posts and also where staff are making an exceptional contribution to the work of a service area.

Scrutiny is provided by Finance and HR, which is demonstrated in the level of payments awarded, which are in line with the guidance issued.

Finance ensure that payments are covered within departmental budget allocations.

HONORARIA PAYMENTS

Introduction

- An honoraria payment may be given to an employee in recognition of undertaking, temporarily, additional or outstanding extra work, which falls in either of the following categories:
 - ✓ outside the normal scope of the duties and responsibilities of the employee
 - ✓ over an extended period undertaking part of the duties of a higher graded post
 - ✓ or where the additional duties and responsibilities which are exceptionally onerous
- Other situations may arise whereby managers will need to exercise their discretion as to whether the employee should be rewarded in recognition of their contributions for specific work.
- Honoraria will not be paid when an overtime payment would be appropriate.

Level of Payment

- Directors should action under delegated authority to approve any honoraria payments.
- All decisions will be shared with CMT for consistency prior to final approval.

Decisions on payment should be based at the discretion of the line manager, as consideration should be given to the nature and complexity of the additional work undertaken by the employee.

- For part-time employees the level of payment should be pro-rata for the number of hours worked per week.
- In instances where more than one employee is sharing the completion of a particular task/project the level of payment should be distributed accordingly.
- The amount of the payment should be considered in the light of the duties undertaken, (their complexity and nature and additional burden that they place on the employee), consideration may include:
 - ✓ A sum to recognise the contribution made and consistent with other honoraria payments made;
 - ✓ The payment equivalent to an increment or two
 - ✓ The proportion of a higher graded post being undertaken

Process and Monitoring

- A form must be completed, by the manager, stating details of the employee, honorarium payment and justification for the payment.
- Human Resources will provide information and advice in processing the appropriate type of payment to be made and will calculate the amounts to be awarded.
- The manager must get approval from the following authorised signatories to progress the payment:
 - Finance Manager
 - Department Director
 - HR Business Partner
- The HR Business Partner will then forward the form to payroll to administer the payment.

- The employee should be notified in writing of the honorarium payment by the Manager.
- E_HR Team will ensure that the details of employees and the honoraria amounts are monitored.
- For further advice and guidance speak to the Human Resources Services Team.

MEMBERS' ATTENDANCE RECORD 2014/2015

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	24/06/14	11/08/14	20/10/14	22/01/15	08/04/15
Brooker	P	P			
Chohan	P	Ab			
Coad	P	P			
A S Dhaliwal	P	P			
N Holledge	P	P			
Plenty	P	P			
Sandhu	P	P			
Sharif	P	P			
Zarait	P	Ab			

P = Present for whole meeting
Ap = Apologies given

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

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